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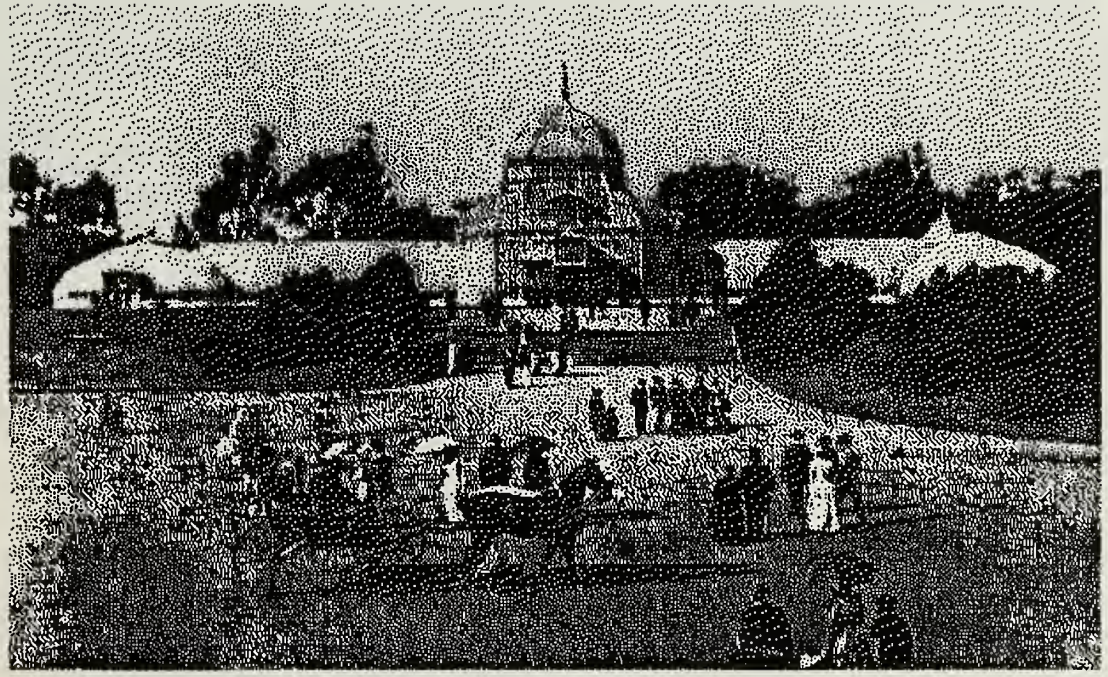
Draft Master Plan



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SAN FRANCISCO RECREATION AND PARK DEPARTMENT

Prepared By:

ROYSTON HANAMOTO ALLEY & ABEY

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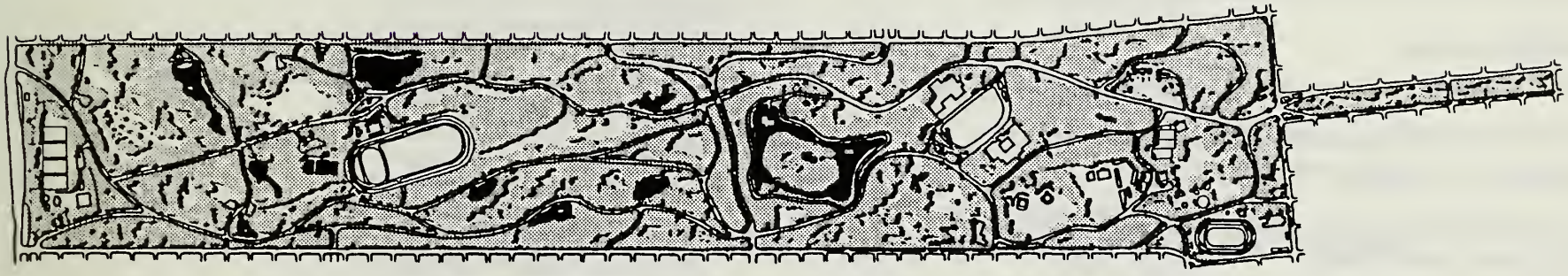
GOLDEN GATE PARK MASTER PLAN



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Music Concourse

Introduction

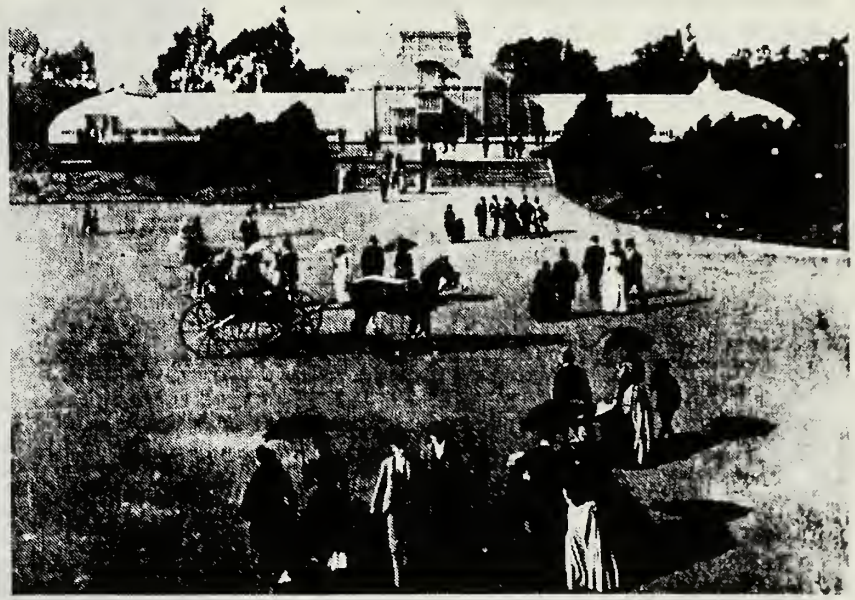
Introduction

"... no city in the world will have as good reason for taking pride in its park as San Francisco." Frederick Law Olmsted, 1886

Golden Gate Park has been a part of San Francisco for over 120 years. Over that time the city, and the lives of its citizens has changed dramatically. Yet the purpose and use of Golden Gate Park has remained remarkably unchanged. Today, as one hundred years ago, people are coming to Golden Gate Park to picnic, walk, bicycle, to feed the ducks, to see the bison, and "as a relief and counterpoise to the urban conditions of their ordinary circumstances of life." This is an enduring tribute to the vision and design that created the park. The park is as vital today as it was a hundred years ago, perhaps more so. Golden Gate Park is both a 19th century "pleasure ground" and a modern urban park.

Now in its second century, the park is facing new and growing challenges. Most of these are the result of the growth and change of the City around the park. The kind of vision that was required to create the park from barren sand dunes is also needed today to preserve and enhance the park to ensure that it will continue to serve future generations. This Master Plan for Golden Gate Park attempts to provide that vision and lay the groundwork for its preservation and enhancement into the next century.

The greatest challenge today is providing the necessary funding to maintain the park. Historically, the park has been funded by city taxes.



Conservatory Valley, ca. 1880's and . . .
Photo: Wells Fargo Bank

Today

Parks were seen as one of the vital public services that citizens expected the City government to provide. Today, the City's ability to raise enough taxes to support all of the traditional services is limited. Priorities within the City's budget are being set, and the park is receiving a smaller share. The value that the park provides to the City more than justifies providing adequate funding for maintenance of the park. The investment that has been made in the park has paid many dividends over the years in the form of increased real estate values, as a major attraction that supports the tourism industry, and an amenity that improves the quality of life for residents. Citizen interest and support for the park was demonstrated with their approval of the 1992 Golden Gate Park Infrastructure Bond; however, funds for ongoing maintenance are subject to the City's annual budget constraints.

An important finding of this Master Plan is the belief that the improvements needed to preserve, maintain, and enhance Golden Gate Park *can* be supported with additional sources of public and private funding that will complement the traditional support from the City's general fund. It is that belief that permits this plan to be a bold one: to propose new park improvements and additional staff to maintain it at a time that the City's general fund is shrinking. It is intended that the Master Plan will provide the impetus to raise the necessary funds, both public and private, to maintain Golden Gate Park as the world class urban park that it is.

Stow Lake, ca. 1890's and . . .
Photo: California State Library

today

Carousel, ca. 1900 and . . .
Photo: Greg Gaar

today

Mounted Police, ca. 1910 and . . .
Photo: Greg Gaar

today

Main Drive, ca. 1900 and . . .

today

Childrens Playground, ca. 1900 and . . .
Photo: California State Library

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Japanese Tea Garden, ca. 1900 and . . .
Photo: California State Library

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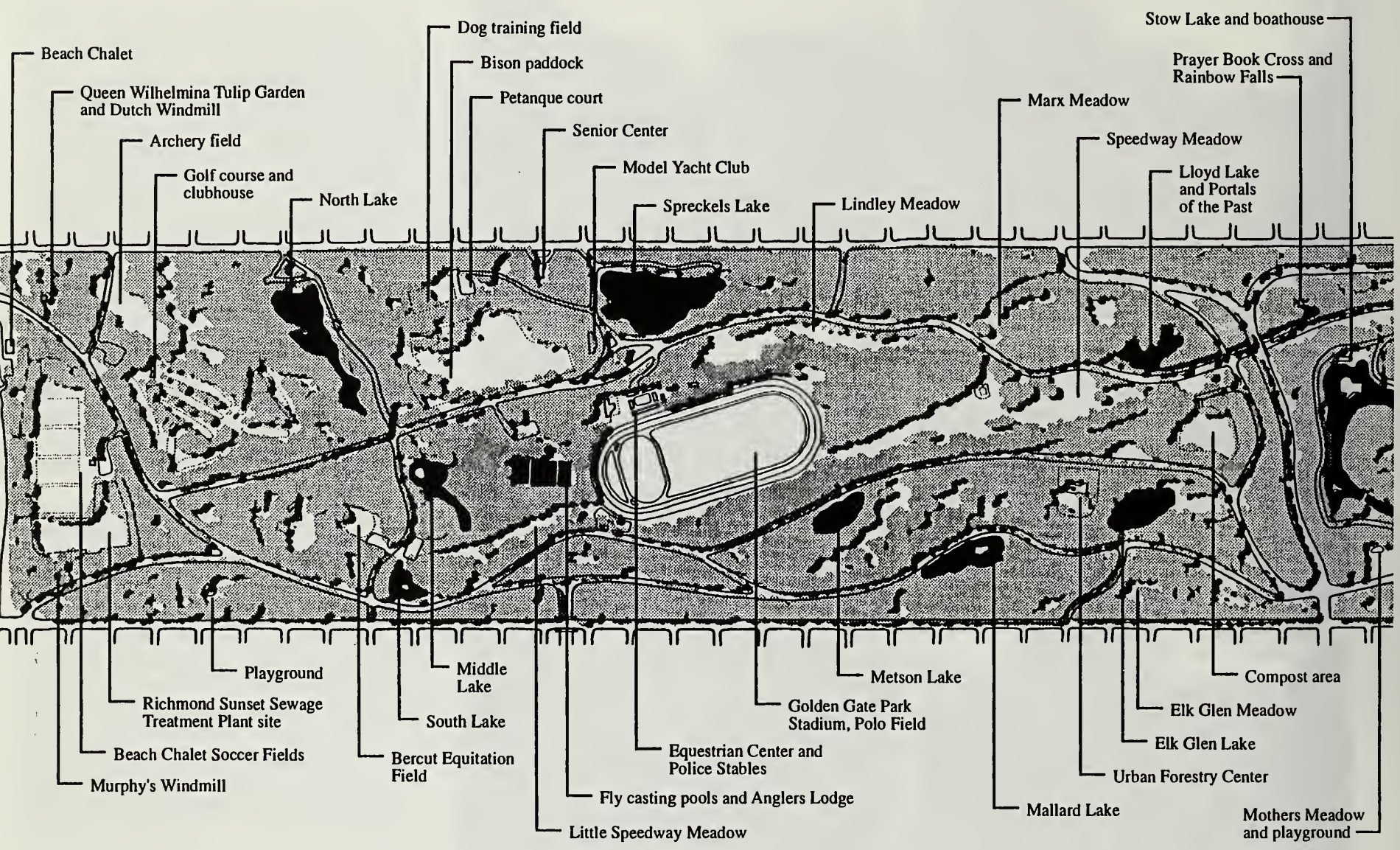
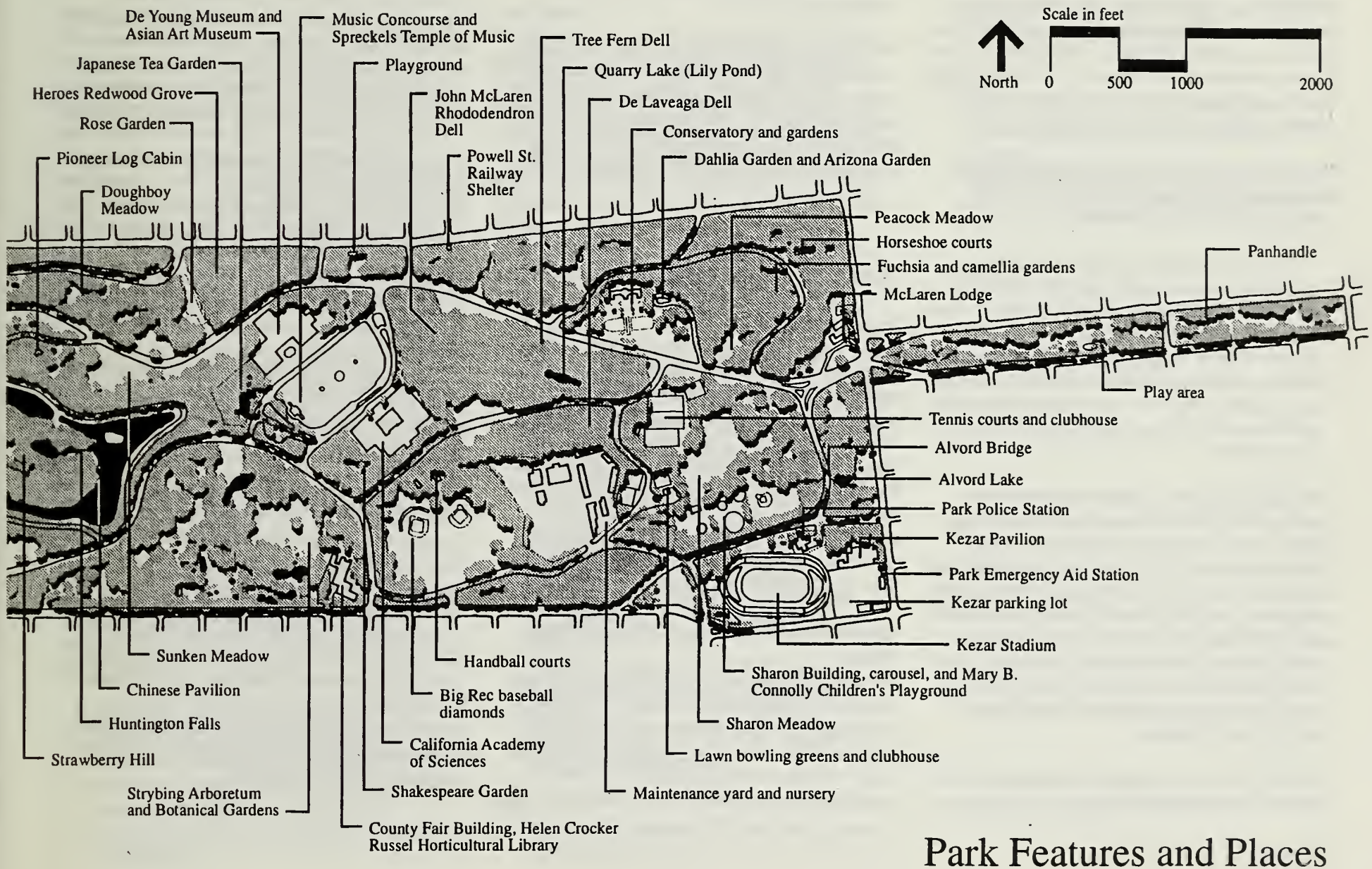

Beach Chalet
Queen Wilhelmina Tulip Garden and Dutch Windmill
Archery field
Golf course and clubhouse
North Lake
Dog training field
Bison paddock
Petanque court
Senior Center
Model Yacht Club
Spreckels Lake
Lindley Meadow
Marx Meadow
Speedway Meadow
Lloyd Lake and Portals of the Past
Prayer Book Cross and Rainbow Falls
Stow Lake and boathouse
Playground
Richmond Sunset Sewage Treatment Plant site
Beach Chalet Soccer Fields
Murphy's Windmill
Bercut Equitation Field
South Lake
Middle Lake
Little Speedway Meadow
Fly casting pools and Anglers Lodge
Equestrian Center and Police Stables
Golden Gate Park Stadium, Polo Field
Metson Lake
Mallard Lake
Urban Forestry Center
Elk Glen Lake
Elk Glen Meadow
Compost area
Mothers Meadow and playground



Park Features and Places

The Master Plan

The Master Plan for Golden Gate Park is intended to provide a framework and guidelines to ensure responsible and enlightened stewardship of the park. The goal is to manage the current and future park and recreation demands while preserving the historic significance of the park. As such, the plan is a preservationist plan, and proposed changes respect the historic context of the park.

Frederick Law Olmsted spoke of the long-term management of Golden Gate Park in an 1886 letter to the Park Commissioners:

> *"... let me counsel you, in general terms, to remember that your park is not for today, but for all time - so long as you have a city. ... You have your present population to satisfy and please. It is an intelligent population, beyond a doubt, and possessed of a high appreciation of good results. But it is to be expected that future generations will be more intelligent and more appreciative."*

The original plan for Golden Gate Park was developed by William Hammond Hall and published in the First Biennial Report to the Park Commissioners in 1872. The park was developed based on that plan, although not all elements were completed. In 1890, John McLaren became park superintendent, and for the next half century he guided the park's development in his own vision. During his reign, McLaren held true to the original design intent and protected the park from most, but not all threats.

In 1979, a new master plan process resulted in the adoption of the existing Objectives and Policies. A forestry management plan was done in 1980 and a transportation management plan was completed in 1985.

The current master planning process was begun in late 1992. This master plan is the product of a process that involved Department of Recreation and Park staff, other City departments, a task force composed of representatives from neighborhood and user groups, and the general public.

Phases of the Master Plan

Issues Identification

Issues and concerns were identified through meetings with park staff, meetings with the Task Force, a public meeting, and with a questionnaire distributed with the master plan newsletter. The purpose of this part of the master plan is to assess the range of ideas, opinions, and visions that people have for the park. From these ideas the master plan identified where there are common themes, where there is community consensus, and where there are differing opinions that will require a decision-making process.

Assessment of Existing Conditions and Needs

All park elements were examined to understand the existing condition of the park. This assessment identified deficiencies and needs in the park, and helped to focus which elements in the park would receive special attention in the recommendations phase of the master plan. The assessment of existing conditions and needs is, in part, a distillation of more detailed background papers that were completed for this master plan. The following background papers are under separate cover: circulation; forest landscape and wildlife; geology, ground water and recycled water; economic issues; historic structures; and a park history and bibliography.

Assessment and Revision of the Existing Objectives and Policies

The Objectives and Policies provide a framework and guidelines for park management decisions. They were developed through an extensive public process in 1979. Some of the conditions and issues have changed, and some of the policy actions have been completed or are outdated. The Objectives and Policies have been revised through a public process that included review and suggestions by many groups and interested parties involved in the planning process.

Recommendations and Action Plans

The final element of the master plan includes specific recommendations and action plans to correct deficiencies and address problems identified during the master plan process. These are both parkwide recommendations and recommendations for selected areas within the park. The recommendations include design changes, management recommendations, and strategies for funding and implementation. The recommendations will receive environmental review before the master plan is adopted by the Recreation and Park Commission.

Implementation

The recommendations of the master plan will be implemented over a period of several years. Many of the capital projects identified will be funded by the 1992 Golden Gate Park Infrastructure Bond. Other recommendations may require new sources of funding. Continued public participation will be important for implementation, as some recommendations will be accomplished through increased community involvement. The task force groups that have contributed to the development of this plan should continue to advocate for implementation of recommendations.

Developing new sources of public funding, through a new tax or other mechanism, will be important for implementing the Master Plan and ensuring the long-term survival of Golden Gate Park. The proposed park conservancy organization will play a part in implementing some of the recommendations through fund-raising and management of projects.

Ongoing routine maintenance, repair, and rehabilitation of existing facilities will continue during the Master Plan development and approval process to meet codes, and health and safety requirements including:

- installation of automatic irrigation
- accommodation for disabled access
- repair and rehabilitation of restrooms
- repair and rehabilitation of existing utilities
- other health, safety, and repair work
- horticultural and landscape maintenance and rehabilitation.

Approvals

The Master Plan will be considered for adoption by the Recreation and Park Commission after environmental review has been completed. Individual projects are subject to review by the Recreation and Park Commission for approval of plans and specifications and award of contracts. Some projects, as appropriate, will also be subject to approvals from one or more of the agencies and approval bodies listed below. Some projects shown in the Master Plan have already received various approvals as part of previously submitted projects.

City:

- Board of Supervisors - funding appropriations, approval of construction of buildings in the park
- Landmarks Board - Certificate of Appropriateness for historic structures
- Department of City Planning - preparation and certification of Environmental Review document
- Department of Building Inspection - approval of plans and specifications for building permits, issuance of permits as required (building, electric, plumbing, grading)
- Fire Department - approval of plans and specifications for issuance of building permits
- Arts Commission - approval of design of public structures and art

State:

- Coastal Commission - for lake rehabilitation in the coastal zone
- Department of Fish and Game - review of lake rehabilitation projects

Federal:

- Army Corps of Engineers - as required regarding lake, water course or wetland projects
- Fish and Wildlife Service - as required if projects take place in listed species habitat

Executive Summary

The following is a summary of Master Plan elements and recommendations. Many of the projects listed address the needs of park preservation and rehabilitation, and some are ongoing projects.

Objectives and Policies

- The Golden Gate Park Objectives and Policies have been revised and reorganized.

Park Landscape

- A Landscape Design Framework has been developed to define the characteristics that make the park landscape unique. Defining and understanding the park landscape is an important step to ensure its preservation.
- Emphasize historic landscape preservation and restoration.
- Continue reforestation program and increase reforestation effort in eastern park.
- Implement a shrub layer restoration program.
- Install automatic irrigation systems for turf areas.
- Restore the park lakes with improved clay liners and edge treatments, and improve water quality and flow.
- Implement an erosion control program to address spot erosion problems.
- Improve wildlife habitat values around the park and designate areas with high wildlife values as special management areas.
- Designate significant oak woodland areas as oak woodland preserves.

Circulation

- A hierarchy of park paths and trails has been developed to ensure that their design is appropriate for permitted uses and to reduce conflicts.
- Improve accessibility of park features and facilities.
- Improve bicycle paths, widen for multiple use, and improve signs.
- Continue to study ways to reduce impacts of vehicle traffic on the park, particularly from nonpark through traffic.
- Seek funding for a park shuttle.
- Continue to explore transit service improvements with MUNI.
- Close park roadways that are not essential for access or circulation, including: Conservatory Drive East, 7th Ave./Lincoln Way entrance, Waller Street, a portion of Arguello (south), a portion of Middle Drive West, 30th Avenue entrance, South Fork Drive, and access to 47th Ave. from JFK Drive.
- Redesign the JFK Drive/Kezar Drive entry, creating a "T" intersection, slowing the speed of vehicles entering the park. The redesign will also greatly reduce the amount of paving in the entry area and provide an opportunity for a landscape park entry treatment.
- Close Sunset Blvd. north of Lincoln Way, remove grade separation and create a new signalized intersection at Lincoln Way.
- Prohibit left turns from eastbound MLK Drive to Crossover Drive intersections and mitigate neighborhood impacts.
- Install landscape extensions at strategic points along eastern JFK Drive as a traffic calming measure, and to define a single travel lane in each direction, preventing passing on the right.
- Narrow Tea Garden Drive and improve safety for pedestrians.
- Implement three- and four-hour parking limits in the eastern park to reduce commuter parking.
- Improve traffic flow at the Stanyan/Fulton intersection to improve the connection between Fell Street and Fulton Street.
- Study feasibility of extending the F-Line historic streetcars to Golden Gate Park, connecting Fisherman's Wharf area, Market Street, and Golden Gate Park.
- Study feasibility of undergrounding of Crossover Drive and grade separation for the Crossover Drive/MLK Drive intersection.

Recreation

- One additional soccer field is proposed at the Richmond Sunset treatment plant site.
- Renovate children's play areas to improve safety and accessibility, and to meet all codes and regulations.
- A planning process is underway to explore the feasibility of permitting of mountain bikes on some park trails, and to reduce damage to the park landscape by indiscriminate mountain bike use.
- Upgrade the equestrian center facilities with improvements to include night lighting, a covered central arena, and secure fencing.
- A caretaker's unit for the equestrian center will be incorporated into an existing or replacement structure.
- Assess impacts and costs of special events. Continue regular reviews of the permit policy for special events. Determine carrying capacity for permit areas.

Visitor Facilities

- Provide a centrally located visitor center within an existing building, at the County Fair Building or in the Music Concourse.
- At all park entries, install comprehensive signs with park information, regulations, and a map for pedestrians, bicyclists, and vehicles.
- Provide a western park visitor center at the Beach Chalet.
- Produce visitor brochures with maps and information for walking, bicycling, and other park activities.
- Restore and maintain all park restrooms.

Buildings and Monuments

- Improve accessibility of all park buildings.
- Continue seismic improvement program.
- Implement a program to restore and maintain statues and monuments.
- The Conservatory, the oldest and most significant building in the park, is in need of structural upgrading and general rehabilitation.
- Reopen the Beach Chalet with a cafe/restaurant upstairs and a visitor center on the ground floor, providing viewing of the murals.
- Redevelopment of the County Fair Building is under consideration, and is being studied within a special area master plan for Strybing Arboretum and Botanical Gardens.
- The Sharon Building currently houses the Sharon Arts Program which has outgrown the space and is looking for a larger facility. Redevelopment as a restaurant (similar to its original purpose) or other visitor services is under consideration, but would require acquistion of a new facility for the arts program.
- An Adopt-A-Monument program has been established to raise funds for the conservation and maintenance of the park's monuments and statues.

Utilities and Infrastructure

- The water supply and distribution system will be reconstructed as part of the 1992 Golden Gate Park Infrastructure Bond.
- Maintain the use of park wells, and facilitate the use of reclaimed water in the future as a supplement to well water.
- Rebuild electrical supply system and provide new lighting to improve safety.
- Improve sewer and drainage systems.

Maintenance and Operations Areas

- Relocate the log storage area to portion of Richmond Sunset treatment plant site (or if certain equipment can be acquired, eliminate the need for log storage and consolidate log chipping operations at compost area).
- Consolidate the western maintenance headquarters building and storage sheds, reforest and relandscape surrounding area.
- Continue to seek opportunities to consolidate other maintenance and operations areas, and minimize impacts with visual screening.

Park Management

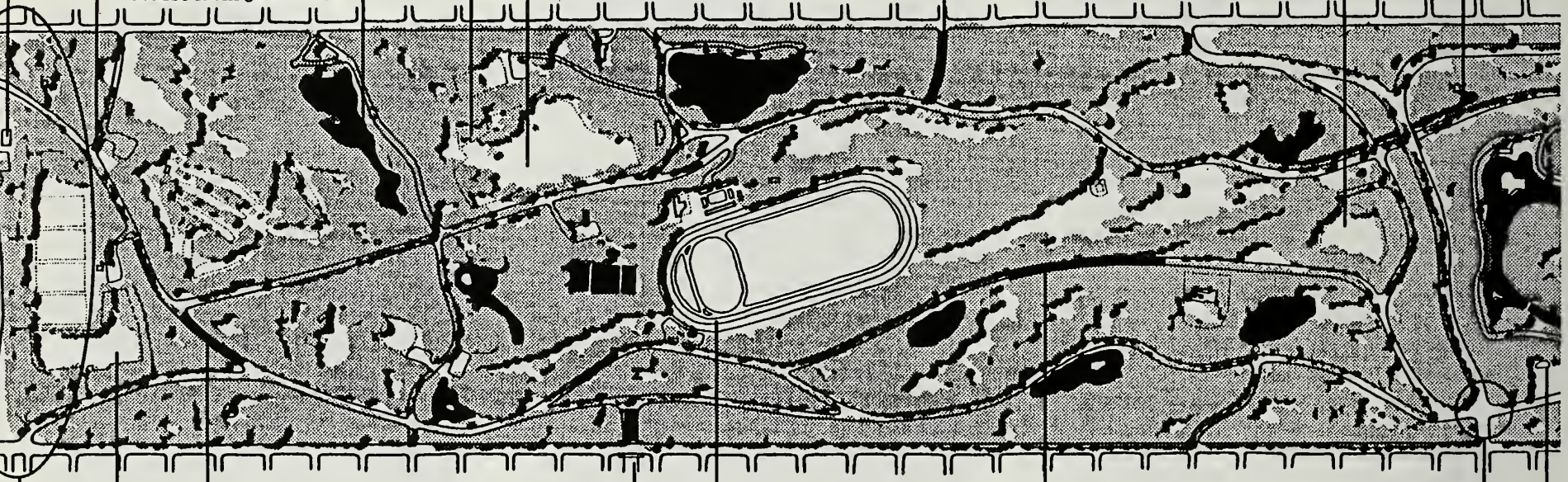
- 25 to 35 additional staff are recommended to improve park maintenance.
- An expanded role and additional staff are recommended for the Park Patrol to improve park security.
- Appropriate volunteer opportunities should be increased.

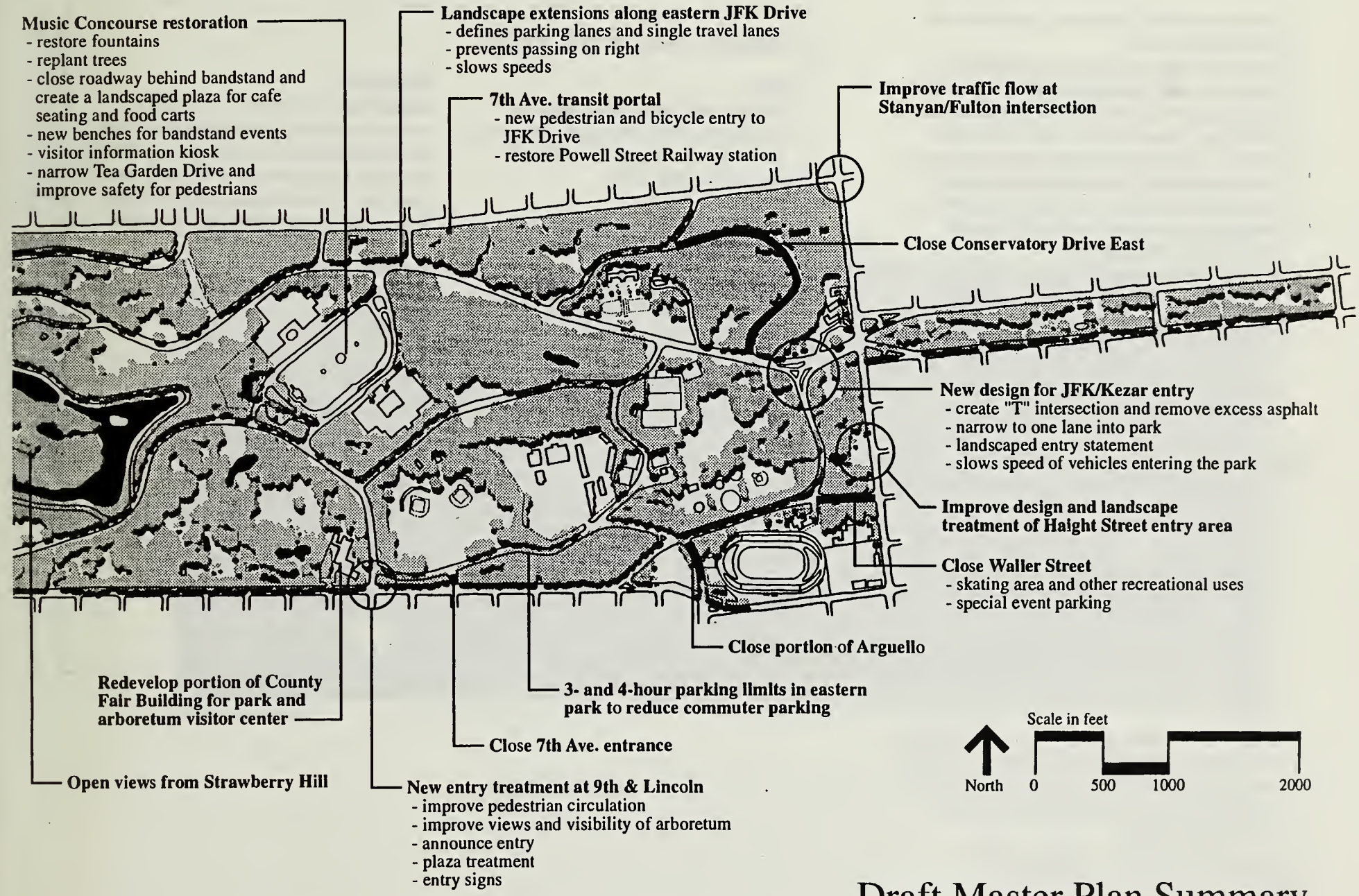
Park Funding

- Work with the Mayor's office and the Board of Supervisors to ensure continued support for Golden Gate Park from the City's General Fund.
- Seek new public funding sources that can be used for ongoing park maintenance such as a dedicated new tax.
- Seek additional funding from private sector sources by establishing a nonprofit conservancy organization for Golden Gate Park to significantly increase private sector support.

Special Area Plans

- Restore elements in and around the Music Concourse to reestablish its role as a civic space within Golden Gate Park, providing a proper setting for the cultural institutions fronting on it.
- Raise the prominence of the west end of the park to unify this area as the park's western entrance. Establish activity zones that will bring more park users to this area with landscape improvements, path improvements, activities, and entry treatments. Restore Murphy's Mill. Open vegetation along railroad trail and create linear meadows, connecting the Dutch Windmill, Beach Chalet, soccer fields, and Murphy's Mill. Remove the millwright's house and replace with a pavilion.
- Remove all buildings and structures at the Richmond Sunset treatment plant site. Restore to park recreational uses including an addi-


Restore park lakes
- new clay liners
- reconstruct edge treatments
- improve water quality and flow
Reopen Beach Chalet
- visitor center/murals display on ground floor
- cafe/restaurant upstairs
Close access to golf course from JFK Drive
Relocate log storage area
Bison paddock improvements
- new fencing
- accessible overlooks
- interpretive area
- new feeding barn
- habitat enrichment: trees, boulders, rubbing logs
Close 30th Ave. entrance
Reconstruct Rainbow Falls
New underground storage reservoir and pumping station for reconstructed water system
Close South Fork Drive
Richmond Sunset treatment plant site
- demolition of all treatment plant structures
- one additional soccer/sports field
- picnic area
- reforestation areas
- new site for log storage (if needed)
West end improvements
- improve landscape and entry treatments
- multi-use path along Great Highway
- restore Murphy's Windmill
- open vegetation along railroad trail and create linear meadow
- continue reforestation of western windbreak
- remove the millwright's house and replace with pavilion
Close Sunset Blvd. north of Lincoln Way
- remove grade separation
- create new signalized intersection with Lincoln Way
Resurface Polo Field bicycle track
Prohibit left turns from eastbound MLK Dr. to Crossover Drive
Close portion of Middle Drive West
- designate for bicycle learning area and other recreational uses
Renovate all children's play areas
- improve accessibility
- improve safety



Draft Master Plan Summary

tional soccer field, picnic area, pavilion, and reforestation areas.

- Enhance the bison paddock to facilitate improved care and management of the bison herd, and to provide improved viewing opportunities for visitors. Improvements will include new fencing, accessible overlooks, interpretive area, new feeding barn, landscape improvements and habitat enrichment. Relocate adjacent log storage area to a portion of the Richmond Sunset treatment plant site.
- Improve landscape treatments at park entries. Specific improvements are recommended for the following entries: JFK Drive/Kezar Drive, 9th Avenue/Lincoln Way, Haight Street/ Stanyan Street, 7th Avenue/Fulton Street (railway shelter), and the western park entries (Great Highway, Lincoln Way at MLK Dr.).

Implementation

- Many Master Plan projects will be funded by the 1992 Golden Gate Park Infrastructure Bond, including projects related to: accessibility improvements, pathways, park entries, water distribution and supply system, lighting, other utilities, lakes and water features, reforestation, erosion control, and restrooms.
- Generate support for Master Plan projects with citizen involvement through continuing task forces, working groups, and volunteer opportunities.
- Additional funding sources must be developed for the long-term survival of the park. Building a constituency for Golden Gate Park will be critical to winning political support for increased funding.

Golden Gate Park Facts:

Size:
Golden Gate Park is **1017 acres** of parkland including the panhandle. The main body of the park is 3-1/2 miles long by 1/2 mile wide.

There are approximately **680 acres** of forested area, **130 acres** of meadows fields, and open areas, **33 acres** of lakes, and **15 miles** of drives.

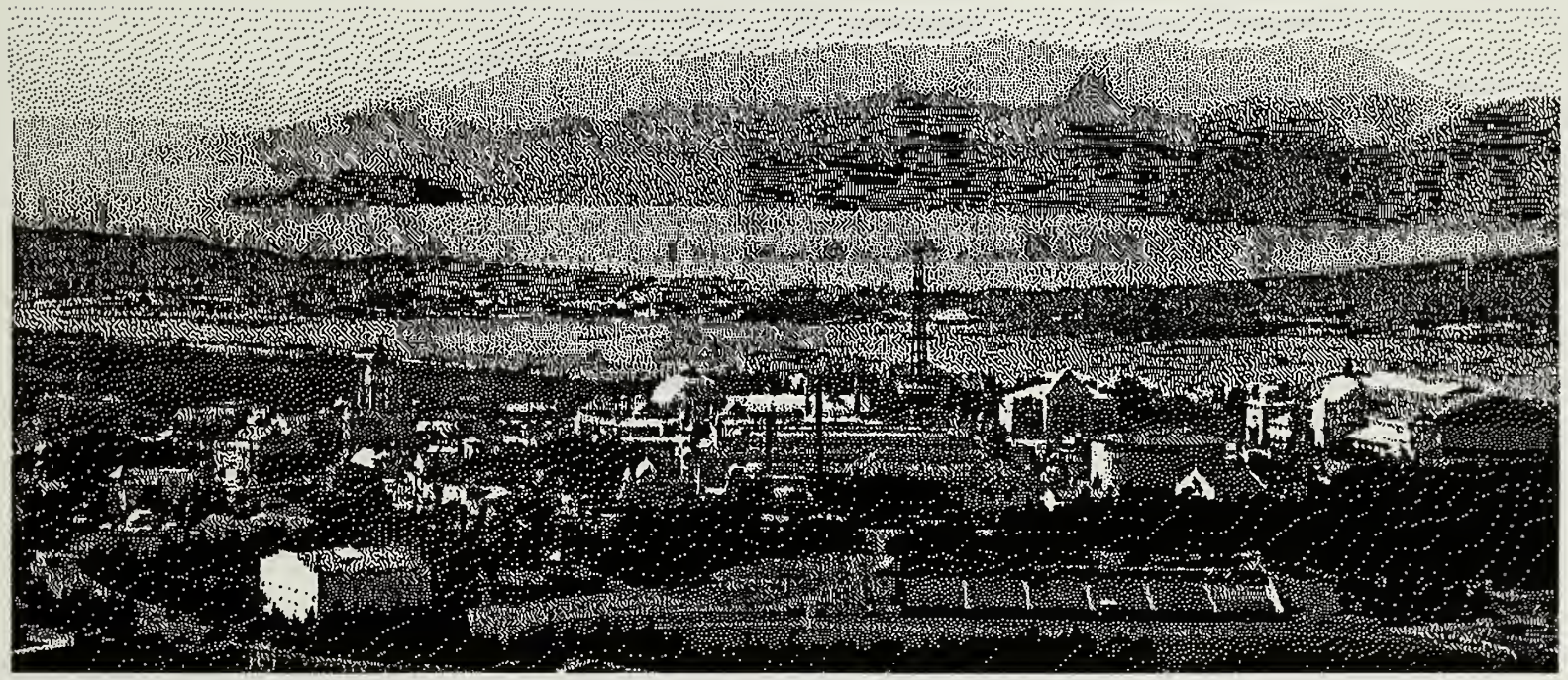
History:
Construction of Golden Gate Park began in **1871** based on a plan by **William Hammond Hall**. The site was a part of the newly annexed "Outside Lands" and consisted primarily of sand hills. The design was based on park theory espoused by Frederick Law Olmsted. Much of Hall's original plan survives, providing the framework of today's park. The design intent endures, as does the way the park is used, the activities it supports, and people's love for the park.

Visitation:
Annual use of the park is estimated to average between **11 and 15 million visits**. It is estimated that one half of the visits are from San Francisco residents, one quarter from Bay Area residents, and one quarter from people from beyond the Bay Area.

Economic Value:
Use of the park can be valued in excess of **$100 million per year** accruing to users of the park.

The attraction and retention power of the park for **tourists** creates an economic impact on San Francisco in **excess of half a billion dollars a year.**

The park's effect on surrounding real estate values creates premiums conservatively estimated in the range of **half a billion to one billion dollars** (and property tax revenues of $5 to $10 million per year).



Midwinter Fair, 1894

Park History

Overview History Of Golden Gate Park

In San Francisco's Gold Rush days, the area that is now Golden Gate Park was marked on maps as part of the "great sand waste," and untrammeled "Outside Lands," located well beyond the reach of the city's masses. By the end of the Civil War, the city of San Francisco emerged as the chief commerce center on the Pacific Coast, rich in the silver wealth of the Comstock and eagerly anticipating completion of a transcontinental railroad. The populace of the city, once teeming with transient fortune-seekers and speculators, now settled down to build a world-class metropolis.

In 1870 the large urban park was a new idea, and something of a social experiment. New York's Central Park (1858), Philadelphia's Fairmont Park (1865), and Brooklyn's Prospect Park (1866) were the only comparable examples in the nation. The idea of a public pleasure ground for use by all classes of people was a new and democratic concept.

Frederick Law Olmsted, traveling in California in 1866, proposed a public park for San Francisco to enhance the health and morality of the citizenry, and attract capital and investment of the business community. Olmsted envisioned a series of parks: a promenade across the city to the bay, parade ground, and pleasure ground in sheltered Hayes Valley. At the same time, the federal government upheld the city's title to the Outside Lands against claims of squatters. During the course of lengthy litigation over the Outside Lands, local politicians, led by Frank McCoppin and other citizens, rallied for establishment of a public park in the western quarter of the city. A supervisorial committee subdivided the Outside Lands and proposed an arrangement whereby squatters could donate a portion of their claims for a public park in return for clear title to the remainder of their lands. The proposal won McCoppin the Mayor's office, and gained the approval of the state legislature. The supervisors, however, debated over the eastern boundary of the park. The majority opinion of

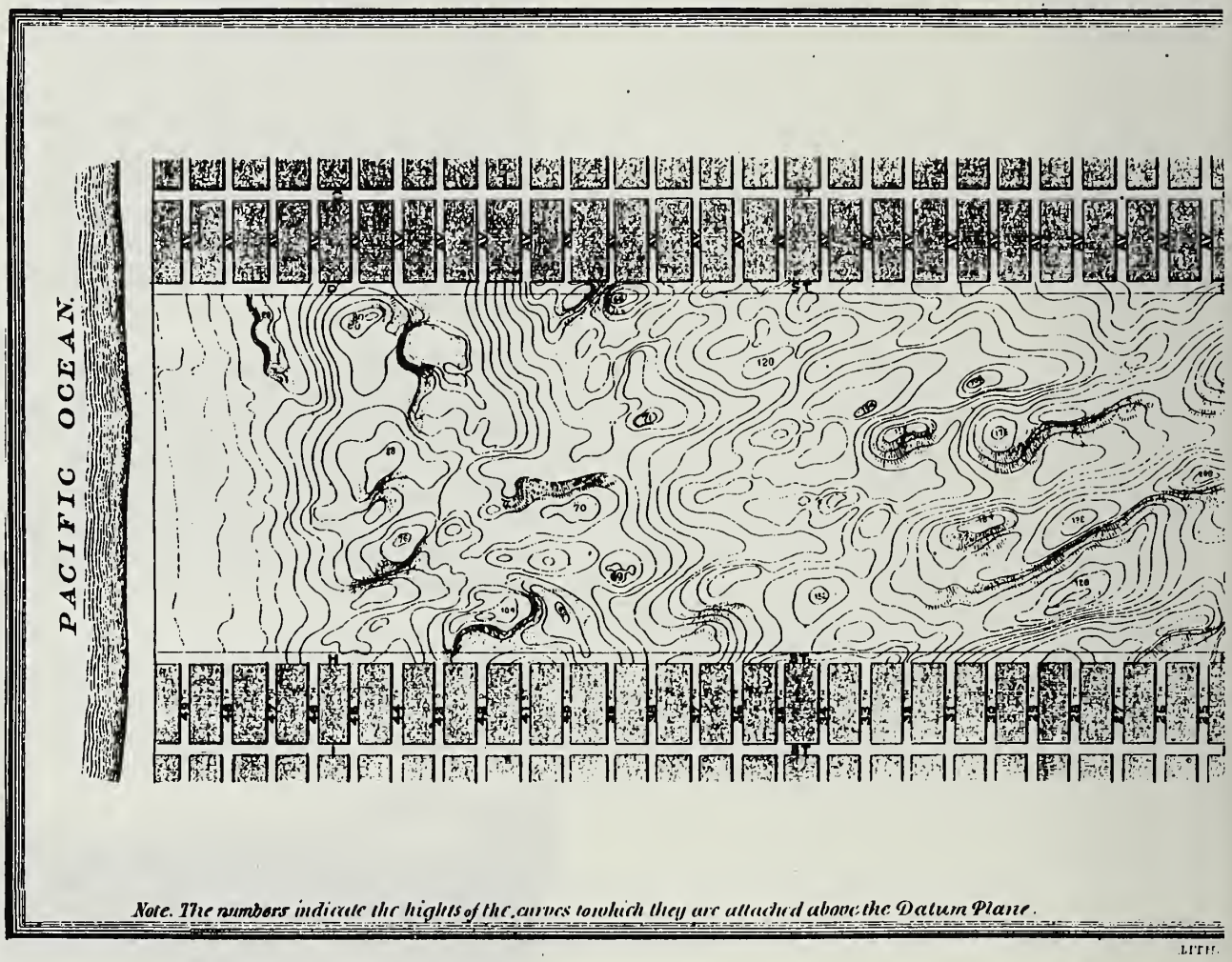
Sand dunes in what is now Golden Gate Park
Photo: Wells Fargo Bank

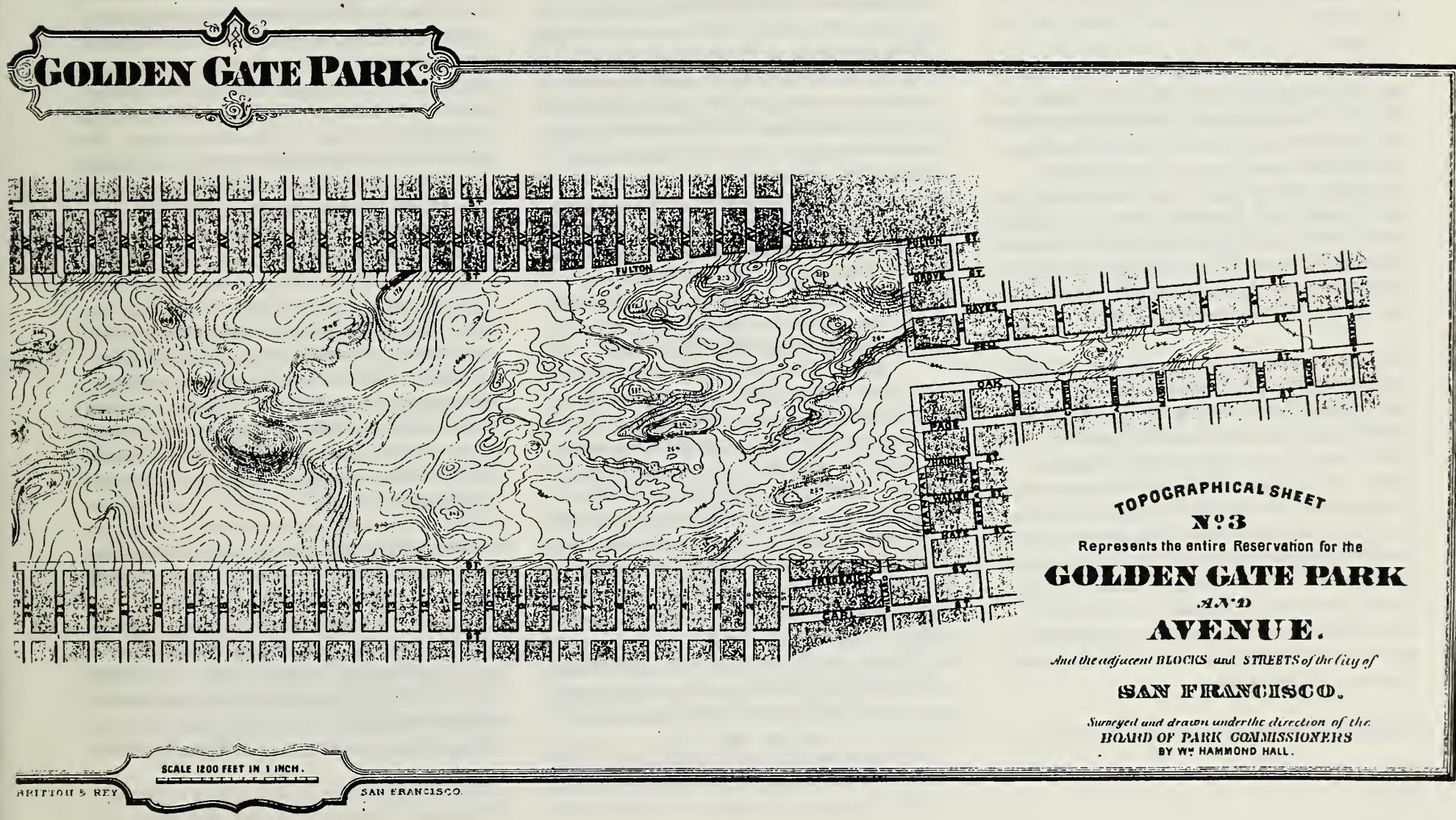
supervisors Stanyan, Shrader and Cole prevailed, establishing Stanyan Street as the park's eastern limit, with an avenue extending to Baker Street. Olmsted's plan for a sheltered inland park and promenade was cast aside for economic reasons: the availability of cheap Outside lands and support of speculators who had a direct financial interest in improvements in the western section of the city.

On April 4, 1870, the state legislature passed "An Act to provide for the improvement of Public Parks in the City of San Francisco." Soon after, the newly-formed park commission advertised bonds to fund park improvements. Enough bonds were sold to finance a topographical survey of Golden Gate Park and its approach. Surveyor and engineer William Hammond Hall won the contract to survey park land, completed his report on February 15, 1871, and in August that year was appointed as engineer of the park.

Hall and his work crews took on the task of transforming the sandy, sparsely vegetated 1,017 acre park tract between Stanyan Street and the ocean into a pleasure ground which would convey "warmth, repose, and enlivenment" to citizens. Hall started work on the 270 acres in the eastern end of the park, a locale suitable for features such as a picnic ground, gardens, play and recreation area, and the avenue of approach now known as the Panhandle. He envisioned a woodland forest on the 600 acres west of Strawberry Hill, but first the extensive sand drifts had to be reclaimed with vegetation. Experiments revealed that lupine seed sown with fast-growing barley successfully sheltered delicate lupine strands from harsh winds

Topographic map from the survey by William Hammond Hall. Printed in the First Biennial Report of the San Francisco Park Commissioners, 1870-71.




GOLDEN GATE PARK.
FULTON
OAK
PAGE
HAYES
TOPOGRAPHICAL SHEET
Nº3
Represents the entire Reservation for the
GOLDEN GATE PARK
AND
AVENUE.
And the adjacent BLOCKS and STREETS of the City of
SAN FRANCISCO.
Surveyed and drawn under the direction of the
BOARD OF PARK COMMISSIONERS
BY Wm HAMMOND HALL.
SCALE 1200 FEET IN 1 INCH.
BRITTON & REY
SAN FRANCISCO.

and shifting dunes. Initial work completed in 1871 included grading, fencing, drainage and irrigation work, and development of a park nursery. The following year, 22,000 hardy and quick growing trees were set out, park roads built, and visitors began to arrive by the thousands (W.H. Hall, in Report of the Park Commissioners, 1872).

Golden Gate Park welcomed pedestrians, ladies and gentlemen in fine carriages, equestrians, and hordes of bicyclists after 1880. Park use reflected the recreational activities of all San Franciscans, and included band concerts, floral displays, picnicking, croquet, tennis, and racing carriages on the speed road. Facilities arose on park land to attract visitors, including a conservatory erected on North Drive in 1877, an adjacent music stand completed in 1882, and the children's quarters and playground, dedicated in 1888.

The new pleasure ground provided an aesthetic balance to the harsh realities of city life. Weary city residents could relax in the hygienic atmosphere of the park, surrounded by sublime scenery of trees, shrubs, gardens and picturesque lakes. The park also fulfilled a higher purpose of social reform. In the Gilded Age of the 1870's, parks were seen as a tonic of nature which exerted positive influence on the morals of the common citizen and contributed to physical and mental health. The concept of parks as a vehicle for social reform continued into the next century, but park use moved gradually from aesthetic appreciation to utilitarianism.

Political corruption and chicanery tainted city government and vexed park management in the nineteenth century. Park Superintendent Hall became the target of political attacks when he resisted corrupt politicians. He resigned his post in 1876, and for the next decade the park languished due to lack of funds. A change in city administration in 1886 heralded the overhaul of the Board of Park Commissioners, and the return of William Hammond Hall's involvement in Golden Gate Park. Hall, then State Engineer, examined the condition of the park's forest and general state of affairs. In 1886, Frederick Law Olmsted commented on the reclamation and progress of work in the park, stating that, while obviously far from its finished state, the park was "an achievement far exceeding all that I have believed possible" (F.L. Olmsted to Board of Park Commissioners, 1886). In 1890, John McLaren became park superintendent and held the post for over half a century. McLaren soon faced the greatest challenge of his career.

In the wake of the widely acclaimed World's Columbian Exposition, held in Chicago in 1893, San Francisco's park commissioners approved deviation from traditional park use and agreed to host the California Midwinter International Exposition in an undeveloped area east of newly-constructed Stow Lake. San Francisco Chronicle publisher Michael H. deYoung, who had served as a vice-president of the Chicago exposition, and banker James D. Phelan, former chairman of California's fair exhibit in Chicago, spearheaded the campaign to raise funds for the fair. Promoters hoped a California world's fair would help pull the state from the depths of a nationwide recession and showcase San Francisco's salubrious winter climate. The California Midwinter International Exposition opened on January 27, 1894, amid parades, bands and military salutes. When the fair closed six months later, over two million visitors had passed through the turnstiles, and the fair recorded a modest profit. The 200-acre Midwinter Fair left an enduring legacy on Golden Gate Park. Several exposition displays continued as park attractions, including the Japanese Tea Garden, and the Egyptian-style Fine Arts Building, which, filled with objets d'art from the fair, became a permanent museum. The fair's Grand Court became the Music Concourse. Other fair structures were demolished, and with considerable effort by Superintendent John McLaren and his crews, the bulk of the fair site returned to parkland.

At the turn of the century, under a new city charter, the park came under the direct jurisdiction of the city government instead of the state legislature. New additions included a park lodge, music stand donated by Claus Spreckels, a chain of lakes, and windmills. The growing popularity of the horseless carriage fostered new user conflicts and enforcement challenges for the park police squad.

In 1906, the park served as a place of refuge for thousands of displaced citizens in the wake of the earthquake. Refugee tent camps sprang up beside the park lodge and conservatory, and surrounded the Garfield Monument and other familiar landmarks. Barracks camps covered ball fields and straddled the abandoned Speed Road. A number of park structures sustained heavy damage during the temblor: the Sweeney Obser-

vatory atop Strawberry Hill twisted grotesquely and was completely destroyed, and the Children's Quarters, art museum, emergency aid station, and Spreckels Temple of Music suffered severe damage. By the new year, the park refugee camps closed, and key park structures were repaired. One new structure, Portals of the Past, commemorated the disaster.

The neighborhoods of the Richmond and Sunset surrounding the park resounded with new building as the city's population moved from the devastated area into the spacious Outside Lands. In 1910, voters approved a proposal to move the California Academy of Sciences from its earthquake wrecked downtown quarters into the park. In 1915, San Francisco hosted the Panama-Pacific International Exposition to celebrate the opening of the Panama Canal and the city's recovery from the earthquake. Groundbreaking ceremonies were held October 14, 1911, in the Polo Field in Golden Gate Park. William Hammond Hall and other concerned citizens, reminded of the impact of the MidWinter Fair on park lands, thwarted initial plans to host another grand exposition in the western portion of Golden Gate Park.

Several new facilities were added to the park in the 1920's, including Kezar Stadium and pavilion, Willis Polk's Beach Chalet, the Shakespeare Garden, and expansion of the Academy of Sciences with the addition of the North American Hall and Steinhart Aquarium.

The 1930's brought an increased acceptance of parks and recreation as a necessity of modern life rather than a moral tonic. Americans experienced an increase in leisure time brought about by shorter work weeks, technological innovation, or the high unemployment rates during the Great Depression. The Depression also fueled New Deal construction of the Angler's Lodge, Model Yacht Club, Police Stables, Crossover Drive, the Park Presidio Bypass, visitor comfort stations, and a water reclamation plant near the Great Highway. During the war years, San Franciscans tended victory gardens in the park along 9th Avenue. After the war, a golf course was added to the park landscape, as was a lodge annex building to house administrative operations of an expanding Recreation and Park Department.

In the tumult of the 1960's, parks emerged as peaceful neutral terrain in troubled urban America. Golden Gate Park became San Francisco's common ground, a gathering place and magnet for the counterculture. Flower children from Haight-Ashbury communed with nature on "hippie hill" and attended rock concerts and events held in the park and panhandle. Parks became valued as open space; versatile, undeveloped lands which invited the public to experience an expanding variety of athletic and cultural activities. During the decade, a growing awareness of our national cultural heritage also resulted in historic landmark recognition for pioneer urban parks, and initiatives to rehabilitate historic park buildings and features.

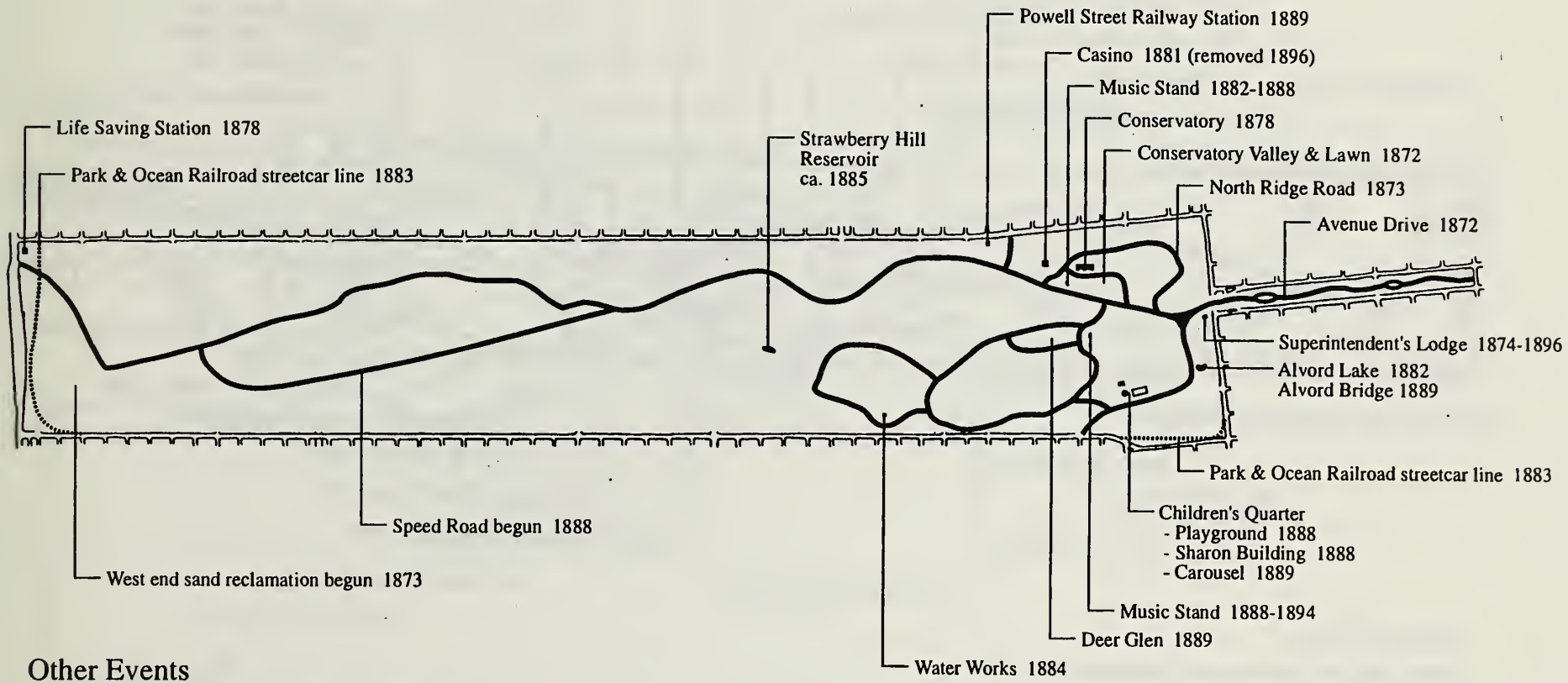
The last two decades have brought renewal to old Golden Gate Park attractions: rededication of the children's playground, restoration of the park carousel and Huntington Falls, renovation of the music concourse, and initiation of park reforestation. Adoption of park objectives and policies in "The Plan for Golden Gate Park" in 1979 led to road closures at Marx Meadow Drive, Overlook Drive, and the Sixth Avenue entrance. In 1992, work was begun on the first comprehensive master plan for Golden Gate Park in this century.

Historical Development Maps

The maps on the following pages trace the development of Golden Gate Park. The information was compiled from many sources, including Annual Reports to the Commission, newspaper accounts, various historical park maps, Coast and Geodetic Survey (USGS predecessor) maps, and photographs. Much of the information that is available is sketchy. There are few construction plans for the park, particularly for the early work. Most of the work was done from direction given in the field from William Hammond Hall and John McLaren. The sources that are available provide information about roads, buildings, and other park facilities. There is very little information on the landscape itself. The annual reports provide numbers and species planted but little else. William Hammond Hall was a prolific writer, and has left a good, descriptive written record. Writings by John McLaren are relatively scarce by comparison. The 1935 aerial photograph contained in this report is the earliest complete record of the park landscape.

The spans of years for the maps were selected to show major periods of park development.

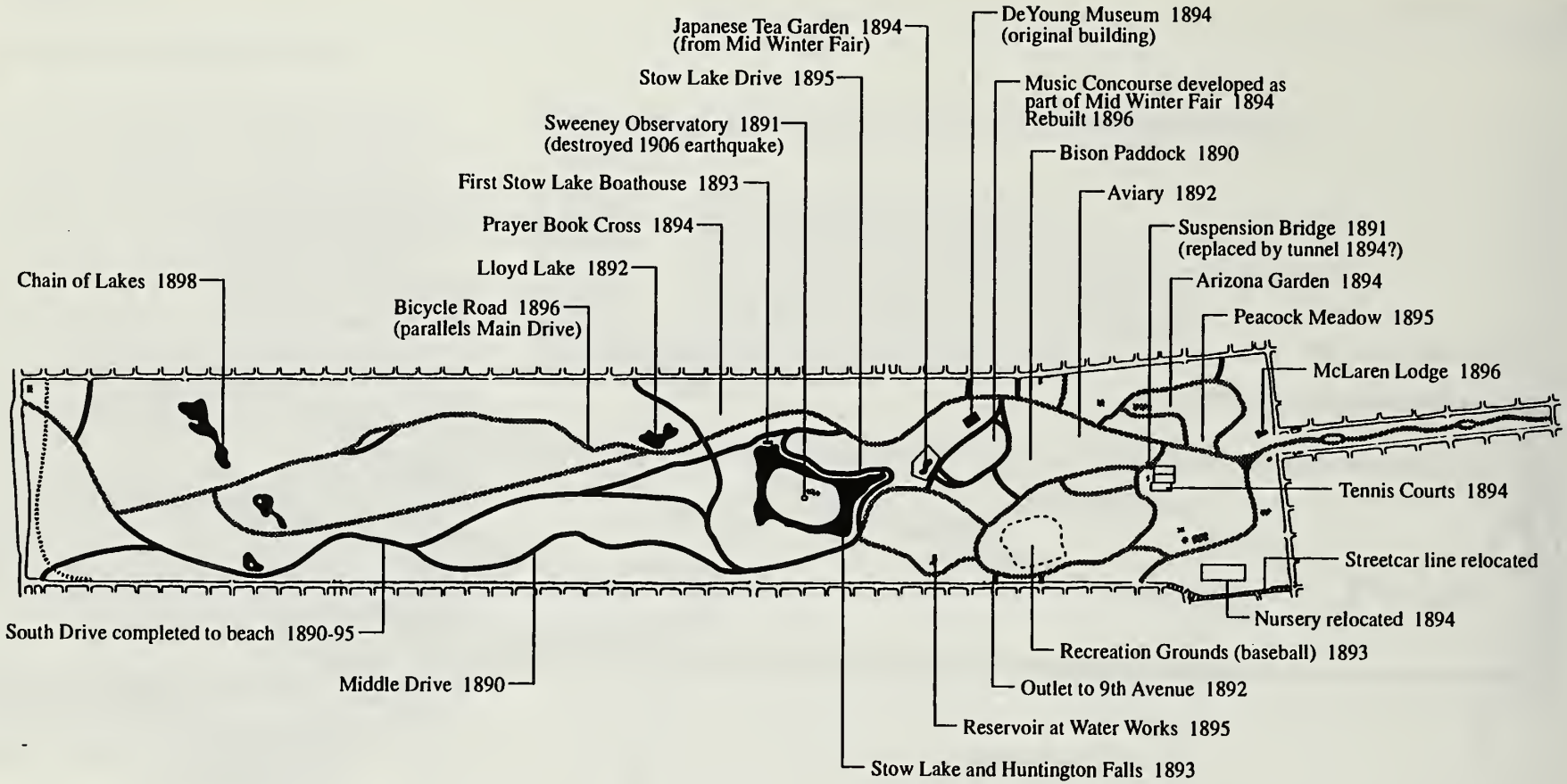
1870-1889	Initial development and early years
1890-1899	Mid Winter Fair and related development
1900-1909	Early impact of automobile and post-earthquake development
1910-1929	Development of museums and recreation facilities
1930-1939	Depression-era public works projects (WPA, etc.)
1940-Present	Post-war development and modern period



Other Events

1870 - Survey of land by William Hammond Hall
1871 - East end fenced
1871 - Nursery and greenhouse on present lodge site
1871 - William Hammond Hall appointed Engineer of the Park
1874 - Four rustic shelters constructed in northeastern park (designed by Anton Gerster)
1886 - Frederick Law Olmsted visits Golden Gate Park
1887 - John McLaren appointed Assistant Superintendent

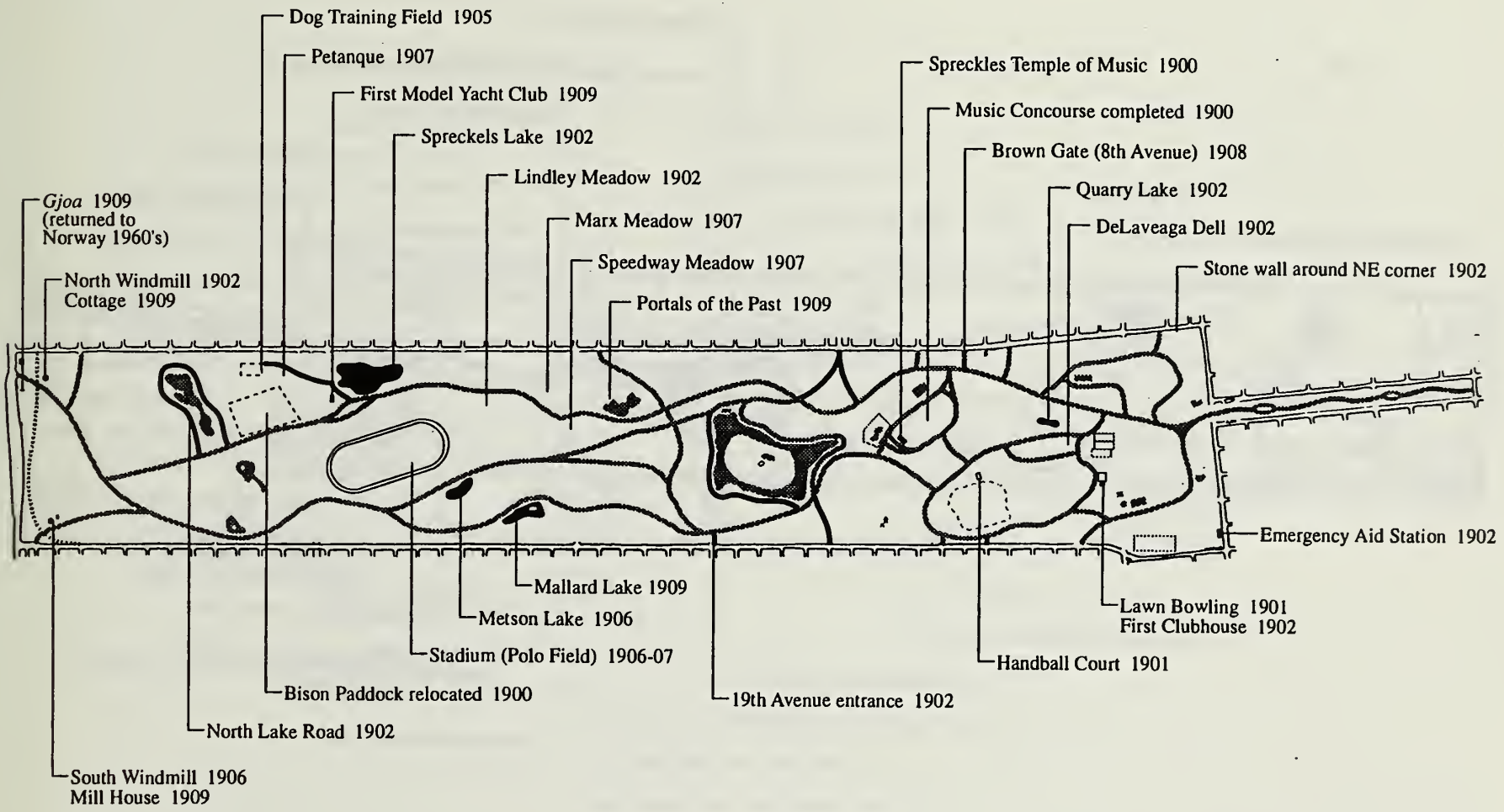
The Development of Golden Gate Park
1870-1889



Other Events

1890 - John McLaren appointed Superintendent
1894 - Mid Winter Fair
1896 - Casino Removed
1899 - Park placed under jurisdiction of City
rather than State Legislature

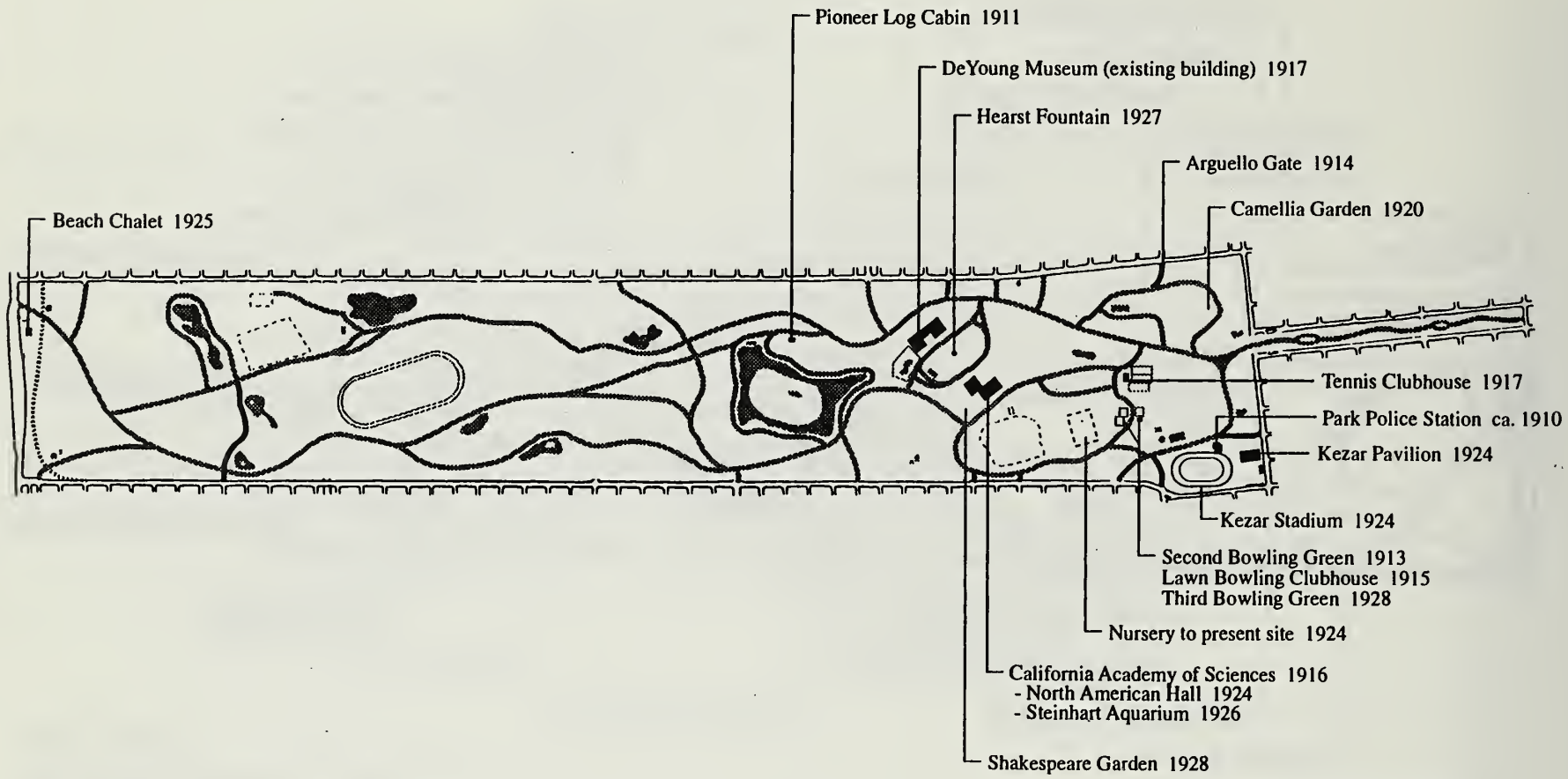
The Development of Golden Gate Park
1890-1899



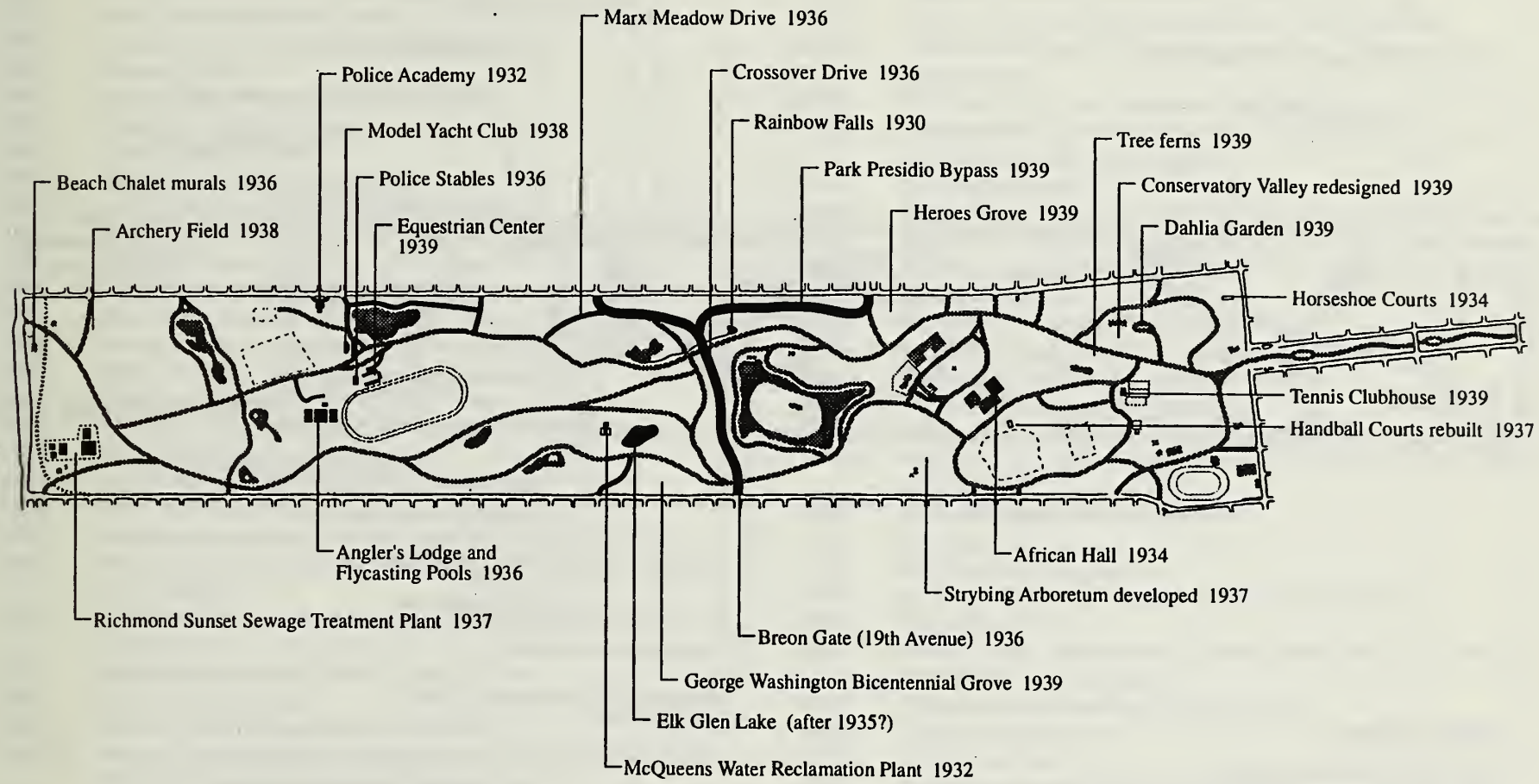
Other Events

1901 - First automobile permit
1906 - San Francisco Earthquake
1906 - Speed Road removed

The Development of Golden Gate Park
1900-1909



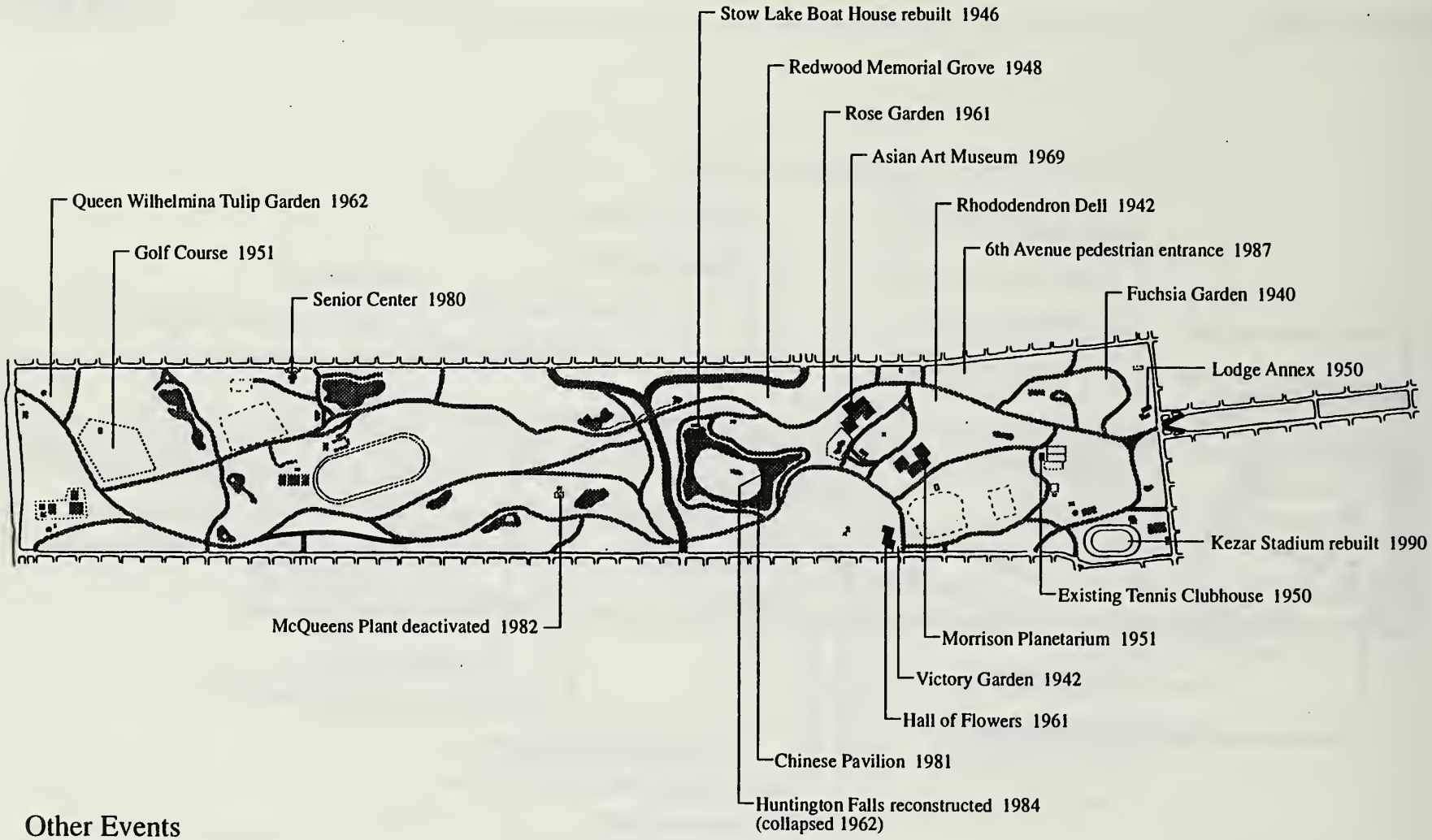
The Development of Golden Gate Park
1910-1929



Other Events

1930's - Works Progress Administration and other federal programs
1930's - Aviary removed

The Development of Golden Gate Park
1930-1939



Other Events

1969 - JFK Drive Sunday closure
1979 - Objectives and Policies for park adopted
1980 - Reforestation program started
1981 - Marx Meadow Drive removed
1981 - 6th Avenue entrance closed to vehicles
1985 - Transportation Management Plan adopted
1993 - Sunset Richmond Sewage Plant closed

The Development of Golden Gate Park
1940-Present

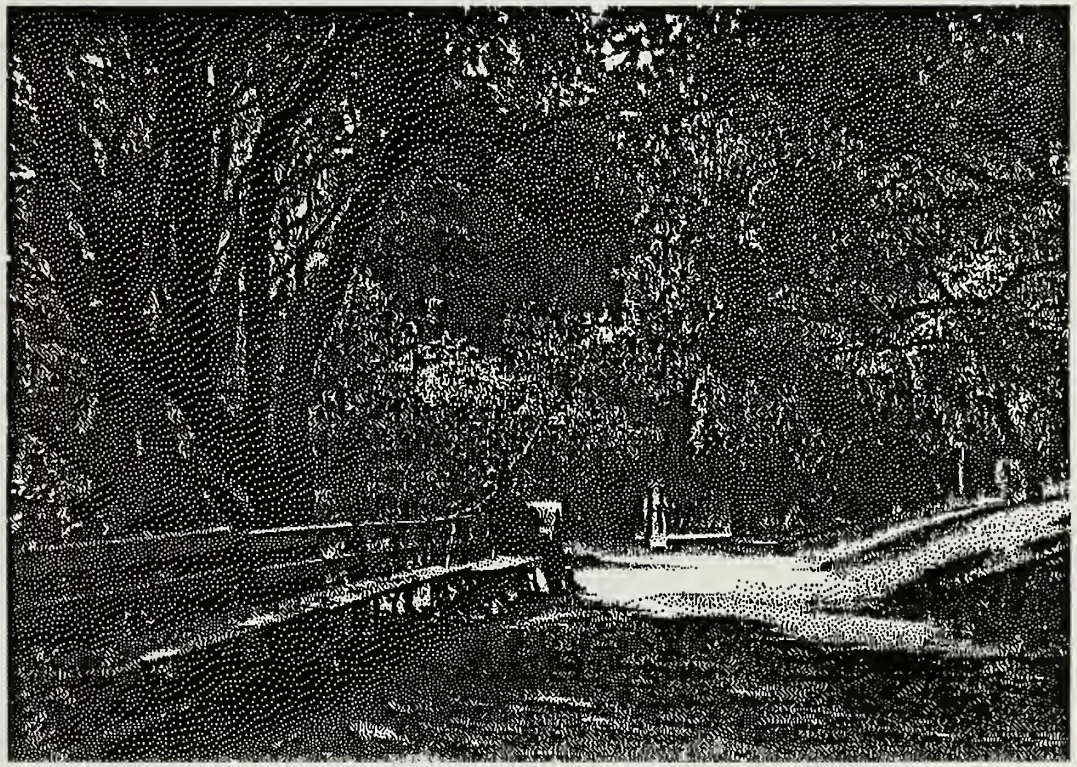
Golden Gate Park Chronology

1870	Park Commission's first meeting (May 3)
1870	Hall, William Hammond, awarded survey contract (August)
1870	Greenhouse established on present lodge site
1871	East end fenced
1871	Nursery established on present lodge site
1871	Panhandle graded, plantings
1871	Quarry opened in park
1871	South Drive contract spec. prepared
1871-76	Hall appointed engineer of the park (August)
1872	Avenue Drive, North Ridge Rd. and portions of Main Dr. in trimmed and rolled
1872	Conservatory Valley grading completed, 20,000 trees set out
1872	Main Drive entrance complete
1872	Nursery Valley graded, shaped, and covered with rich soil
1872	Park lodge, stable and engine houses authorized
1872	Planting experiments
1873	Hall started sand reclamation on west end
1873	North Ridge Road constructed
1873	Spring Valley water used, 100,000 gallons daily
1874	Bell tower constructed
1874	Northeast corner named Mt. Lick (orig. Plateau Hill, by Hall)
1874	Rustic shelters (4) constructed northeast portion of park, designed by Anton Gerster
1874	Superintendent's Lodge constructed opposite of present McLaren Lodge site
1874	Tank house and cottage built by Chain of Lakes
1875	Artesian well contract
1876	Eastern portion brought under cultivation
1876-81	Prichard as Superintendent, designed Stow Lake and Strawberry Hill Reservoir, submitted resignation in March 1881
1877	Conservatory purchased from Lick Estate
1877	Well boring experiments
1878	Conservatory constructed
1878	Life saving station constructed at Ocean Beach
1879	South Drive: section completed
1881	Archery Club requests privileges
1881	Casino constructed
1881	Hennessey appointed Acting Superintendent of Parks (May)
1882	Alvord Lake constructed
1882	McEwen appointed Superintendent of the Park (July)
1882	Music Stand first located in Conservatory Valley, west side
1882	Office of Superintendent declared vacant due to deficiency in the appropriation
1882	Park band gives first of continuous performances
1883	Streetcar built across southeast corner, out Lincoln and north across west end of park
1883	Conservatory burned
1884	Planned Strawberry Valley Water Works and Strawberry Hill Reservoir
1884	Water Works constructed
1885	Recreation ground for ball players (Big Rec) discussion at Commission, developed 1893
1885	Water Works Pumping Plant finished
1886	Park and Ocean Railroad Line lease granted. Opened 1893
1886	Well drilled, southeast base of Strawberry Hill.
1886	Frederick Law Olmsted visits park
1887	Sharon Building plans accepted (Percy & Hamilton)
1887-90	John McLaren appointed Assistant Superintendent. McLaren signed Superintendent's report of 1889.
1888	Children's playground dedicated
1888	Elk given to park
1888	Hall Report to Commission
1888	Music Stand #2 dedication on site of present tennis courts
1888	Speed Road started
1889	Alvord Bridge - first reinforced concrete bridge (Ransome Concrete) constructed. Lake enlarged
1889	Deer Glen located on site of Delaveaga Dell
1889	First carousel constructed
1890	Aviary constructed
1890	Buffalo purchased by Park Commission
1890	Casino moved south to knoll overlooking Main Drive, 2nd story added
1890	Middle Drive constructed (overlook, middle, south)
1890	Sharon Building completed
1890	South Drive construction completed to beach
1890	Stable constructed behind Tank House
1890-1943	John McLaren Superintendent
1891	Suspension bridge from Favorite Point to Music Ground (present day tennis courts) construction contract awarded to J.A. Roeblings and Sons (builders of the Brooklyn Bridge)

1891	Sweeney Observatory dedicated (Percy and Hamilton)
1892	Ball Thrower by Douglas Tilden
1892	Lloyd Lake constructed
1892	New Aviary constructed, remained until 1930s
1892	Pumping Station
1892	Rose Garden laid out on site of present Park Lodge
1893	Huntington Falls under construction
1893-94	Midwinter Fair
1893	Japanese Tea Garden developed as part of Midwinter Fair
1893	Recreation Valley developed (Big Rec)
1893	Stow Lake Boathouse planned, constructed (?)
1893	Stow Lake completed, walk constructed
1893	Wells sunk in Water Works
1894	Arizona Garden
1894	Liberty Tree planted by Conservatory
1894	Monarch (bear) exhibit established
1894	Prayer Book Cross unveiled
1894	Tennis courts situated at present site
1894	Tunnel from tennis courts to Conservatory replaced suspension bridge
1895	Beach House west of highway
1895	deYoung Museum started as holdover from Midwinter Fair
1895	Fence constructed from 3rd Ave. to 25th Ave. (picket, with barbed wire), and Fulton St. from 6th Ave. to Stanyan St. planted with trees
1895	Footpath constructed north of Main Drive, running parallel to it
1895	Forest, 500 acres planted between 1985-'95, west of 24th Ave.
1895	Main Drive widened
1895	Peacock Meadow
1895	Reservoir constructed at Water Works
1895	Rockery, south of tunnel leading to Conservatory Valley
1895	South Drive extended from Strawberry Hill to 40th Avenue
1895	Stow Lake drive completed
1896	Bicycle Road constructed, running from Boom Point west for one mile and paralleling Main Drive
1896	Casino removed
1896	Centennial Trees (historic tree lane)
1896	McLaren Lodge constructed (E.R. Swain)
1896	Nursery moved to present Kezar site
1897	Bridle Road started at Strawberry Hill, running to ocean
1897	Concrete bridge constructed on Main Drive
1897	Police station and emergency hospital located on site of Casino
1898	Chain of Lakes constructed
1899	Park now under jurisdiction of City rather than State Legislature
1900	Buffalo move to present location
1900	Music Concourse completed
1900	Spreckels Temple of Music dedicated
1901	First auto permit issued to Stow Lake concessionaire
1901	Handball court constructed
1901	Lawn Bowling Club established
1902	Aquarium proposed
1902	Bridle path completed to beach
1902	DeLaveaga Dell (Old Deer Glen) undergoing improvements
1902	Elk Grove Meadow laid out south of Strawberry Hill
1902	Flower calendar prepared, planted in park
1902	Handball courts constructed at Recreation Grounds (Big Rec)
1902	First Lawn Bowling Clubhouse designed
1902	Herd of Spotted Deer introduced into Lindley Meadow
1902	Native wildflowers sown along borders
1902	Nineteenth Avenue entrance constructed in response to residents' petition, double "V"-shaped banks sloped, planted with *Mesembryanthemums* and Red Top Clover
1902	North Dutch Windmill constructed
1902	North Lake Road constructed
1902	One-mile portion of Bicycle Path constructed
1902	Park Emergency Aid Station built
1902	Quarry Lake designed
1902	Reservoir constructed by North Mill, close to Life Saving Station
1902	Salt Water Pond east of railway embarkment proposed
1902	Sediment from Mt. Lake Park used to fertilize eastern park
1902	Spreckels Lake constructed
1902	Stone wall built along the line of Fulton Street
1902	Tennis courts built on site of old music grounds
1902	Tunnels constructed from Music Concourse under Main Drive
1903	Justice Monument at the east end of Panhandle
1905	Dog Training Field
1906	Earthquake refugees camped in park, Sweeny Observatory destroyed, Sharon Building damaged
1906	Golden Gate Park Stadium (Polo Field) dedicated
1906	Metson Lake

1906	South Mill constructed
1907	Marx Meadow
1907	Petanque Field
1907	Speed Road removed
1907	Polo Field constructed
1907	Speedway Meadow
1909	Bridge at east end of Stow Lake constructed (Roman Bridge)
1909	Dutch Windmill Cottage constructed
1909	"Gjoa," Roald Amundsen's northwest passage boat, installed on Great Highway (returned to Norway in 1960s)
1909	Great Highway, Main Drive, and South Drive oiled and repaired
1909	Mallard Lake (Hobo Lake), natural fresh water pond
1909	Middle Drive constructed
1909	Model Yacht Clubhouse constructed near Spreckels Lake
1909	Moose brought in west of Children's Quarters, near deer and kangaroos
1909	Portals of the Past
1909	Transverse Drive constructed, Stow Lake Drive widened
1910	Polo Field grandstand for 100,000 construction initiated but never completed
1911	Pioneer Log Cabin
1913	Bowling Green #2 constructed
1914-15	Arguello Gate entrance, Clarke Pillars (Bliss & Faville)
1915	Tennis courts added
1915	Lawn Bowling Clubhouse built
1916	California Academy of Sciences constructed
1917	Tennis Clubhouse
1920	Camellia Garden
1924	Bear Pit by Middle Dr. next to Bison Paddock (end of Delaveaga Dell)
1924	Kezar Stadium/Pavilion (Willis Polk) contained tennis and handball courts, east of stadium, opened November 11
1924	McLaren Lake at western end proposed but never constructed
1924	North American Hall built at Academy of Sciences
1924	Nursery moved to present site
1925	Beach Chalet constructed (Willis Polk)
1926	Steinhart Aquarium
1927	Bowles collection of Himalayan Rhododendrons planted in Peacock Meadow
1927	Hearst Fountain, Music Concourse
1928	Shakespeare Garden developed
1928	Third lawn bowling green constructed
1930	Rainbow Falls, gift of Herbert Fleishhacker
1932	McQueen's Water Reclamation Plant
1932	Police Academy constructed
1934	Conservatory Valley rehabilitated
1934	Horseshoe Courts constructed
1934	Simson African Hall constructed at the Academy of Sciences
1935	Arboretum plans initiated
1936	Angler's Lodge and Fly Casting Pool
1936	Breon Gate planned, 19th Avenue and Lincoln Way
1936	Beach Chalet murals
1936	Police Stables constructed
1936	Panhandle resurfaced
1936	Meadow improvements
1936	Crossover Drive and Marx Meadow Drive built
1936	Park Emergency Hospital upgraded
1937	Handball Courts reconstructed
1937	Richmond Sunset Sewage Treatment Plant
1937	Strybing Arboretum developed
1938	Archery Field irrigation planned, installed
1938	Horseshoe Courts shelter constructed
1938	Bowling Green road realigned
1938	Marconi bench and plaque (19th Avenue and Lincoln)
1938	Present Model Yacht Club constructed
1938	Arboretum construction
1939	Australian Tree Fern Dell
1939	Chalet Field Training Quarters and Convenience Station
1939	Conservatory Valley redesigned
1939	Dahlia Garden
1939	George Washington Bicentennial Grove
1939	Golden Gate Equestrian Center constructed
1939	Heroes Grove
1939	Park Presidio Bypass constructed
1939	Sheep Sheds near Golden Gate Park Stadium
1939	Tennis Clubhouse constructed
1940	Fuchsia Garden
1940	Panhandle irrigation
1942	Rhododendron Dell started
1942	Victory Garden, 19th Avenue and South Drive

1944	Arguello Entrance stairway built
1946	Stow Lake Boathouse rebuilt
1948	Native Sons Grove Plot Plan
1949	Pitch and Putt Golf Course, as installed Map #15726.1
1949	Redwood Memorial Grove landscaping, 15723.1 Planting Plan
1950	Lodge Annex constructed
1950	Old Speedway Convenience Station built
1950	Tennis Courts, Building
1951	Morrison Planetarium constructed at Academy of Sciences
1951	Pitch and Putt Building remodeled
1958	Handball Courts redesigned
1959	Bercut Equitation Field name applied to Horseman's Retreat
1961	Hall of Flowers (renamed County Fair Building in 1980's)
1961	Rose Garden developed on site of closed road
1962	Huntington Falls collapses
1962	Queen Wilhelmena Tulip Garden dedication
1969	Sunday closure
1969	Asian Art Museum
1969	Helen Crocker Russell Library
1978	Children's Playground rededicated - Mary B. Connolly
1979	Objectives/Policies adopted for Golden Gate Park
1980	Dressage Ring constructed west of Bercut Field
1980	Senior Center opened, remodeled Police Academy
1980	Reforestation Program started
1980	Music Concourse renovated
1981	Chinese Pavilion (Golden Gate Pavilion) - gift from Taipei
1981	Marx Meadow Drive closed to automobiles
1981	Overlook Drive closed to automobiles
1981	Senior Sitting Area at 6th Ave. and Kennedy Drive constructed
1981	Sixth Ave. entrance closed to automobiles on a temporary basis
1981	Tenth Ave. and Kennedy Drive Children's Play Area constructed
1981	Dutch Windmill restored
1982	Marx Meadow Drive landscaped
1983	West end barrier completed
1983	Chain of Lakes rehabilitation
1983	South Drive renamed Martin Luther King, Jr. Drive
1983	Automatic irrigation systems at Conservatory Valley, Arboretum, Big Rec, Beach Chalet
1984	Huntington Falls reconstructed
1984	Sharon Building restored
1984	Carousel restoration completed
1984	Irrigation improvements at Elk Glen Well, Alvord Lake Well, Bison Paddock irrigation
1984	Mother's Meadow Playground rehabilitation
1985	Stow Lake shoreline rehabilitation
1985	Transportation Management Plan adopted
1985	Kezar Corner Master Plan formulated
1985	Alvord Lake Well constructed
1985	Beach Chalet Renovation Plans approved
1985	Bamboo Garden established with Fuhrman Bequest funds
1985	Palm Garden established with Fuhrman Bequest funds
1986	Lincoln Way and 46th Avenue Play Area rehabilitation
1986	4th Avenue and Fulton Street Rustic Shelter reconstruction
1986	Dressage Ring enlarged to 66'x198'
1986	Strybing Arboretum new entrance gate
1986	Tour bus lot walkway conceptually approved
1986	Hagiwara Tea Garden Drive approved
1987	6th Ave. redesign approved
1987	Soccer Field at Beach Chalet expansion, irrigation, and restroom rehabilitation plan approved
1988	Kezar/JFK drives pedestrian-activated signalized crossing approved
1988	Nursery greenhouse improvement addition
1988	Children's playground handicapped access improvement and playground rehabilitation
1988	MLK Dr./Transverse Dr. intersection installation of stop signs
1989	MLK Drive at Ninth Avenue installation of stop sign
1989	Loma Prieta Earthquake. Spreckels Temple of Music damaged
1990	Kezar Stadium reconstructed
1992	Work began on Golden Gate Park Master Plan
1993	Richmond Sunset Treatment Plan closed
1994	Centennial of Midwinter Fair, reconstruction of Spreckels Temple of Music completed



Oak woodland

Objectives and Policies

Golden Gate Park Objectives and Policies

Objectives and Policies Table of Contents:

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Golden Gate Park Mission Statement

The purpose of Golden Gate Park is to serve as an open space preserve in the midst of San Francisco. This historic park is a cultivated pastoral and sylvan landscape, defined by an abundant evergreen woodland. It is designed and managed to afford opportunities for all to experience beauty, tranquillity, recreation, and relief from urban pressures.

Bold: new text from current Master Plan process

Plain: text remaining from the existing adopted Objectives and Policies (1979-85)

Objectives and Policies Statement of Purpose

THE PURPOSE OF THE OBJECTIVES AND POLICIES IS TO PRESERVE GOLDEN GATE PARK'S CONTRIBUTION TO THE DIVERSITY OF CULTURAL, **NATURAL,** AND RECREATIONAL **RESOURCES** AVAILABLE TO **PARK VISITORS FROM** SAN FRANCISCO, THE BAY REGION, **AND ELSEWHERE. GOLDEN GATE PARK SHOULD BE** RECOGNIZED AS AN **IMPORTANT** AMERICAN CULTURAL RESOURCE.

Golden Gate Park's **1,017** acres have provided areas of pastoral **and sylvan** retreat and places for active recreation since 1872. **As they have throughout the park's history,** local residents and regional visitors **alike** take pleasure in Golden Gate Park. Its reputation is international.

Golden Gate Park is under the jurisdiction of the San Francisco Recreation and Park Commission, which is concerned with the future well-being of the park. The Objectives and Policies for Golden Gate Park are intended to establish guidelines for preservation, use and development of the park by a process that includes **the participation of** planning staff, expert advisors, and community involvement. **The park was built from an original plan by William Hammond Hall. Much of the original plan survives, providing the framework for today's park. The park continues to evolve as our society changes and evolves. Respect for the original design intent** will enable future generations to receive as great a living legacy as we **have** inherited.

William Hammond Hall **envisioned** the park in two different regions. The park land east of Strawberry Hill includes a variety of intensively cultivated areas and developed facilities while the park land to the west is a pastoral **and woodland** landscape with open meadows defined by stands of trees and enhanced by lakes.

John McLaren, providing continuity of leadership as the park's superintendent for fifty-six years, brought the park's development to fruition. An experienced horticulturist and forester, McLaren devoted his energies toward the development and protection of an abundant evergreen woodland, establishing the park's characteristic landscape as we experience it today.

It is expected that the Golden Gate Park **Master Plan** will retain the integrity of the original design, yet will have sufficient flexibility to address society's evolving needs.

Objectives

OBJECTIVE I **LAND USE AND ACTIVITIES**

Ensure that land uses and activities in Golden Gate Park contribute to the mission and purpose of the park. The activities within a designated land use zone should be appropriate to the land use purpose.

OBJECTIVE II **LANDSCAPE PRESERVATION AND RENEWAL**

Provide for the protection and renewal of the park landscape.

OBJECTIVE III **PARK CIRCULATION**

Create and maintain a parkwide system of recreational roadways, pathways, and trails. Minimize motor vehicular traffic.

OBJECTIVE IV **BUILDINGS, STRUCTURES, AND MONUMENTS**

Minimize the impacts that buildings and monuments have on the park landscape, and preserve the open space of Golden Gate Park. **Maintain and preserve historic buildings and structures.**

OBJECTIVE V **RECREATIONAL USES AND FACILITIES**

Ensure that recreational uses of Golden Gate Park are appropriate to the park environment and purpose.

OBJECTIVE VI **PARK MANAGEMENT AND SECURITY**

Ensure that park management implements adopted policies, preserves the park's resources, and operates and maintains the park efficiently.

OBJECTIVE VII **COMMUNITY INVOLVEMENT AND PROCESS**

Foster community participation in guiding the future of Golden Gate Park.

Objectives and Policies

OBJECTIVE I - LAND USE AND ACTIVITIES

ENSURE THAT LAND USES AND ACTIVITIES IN GOLDEN GATE PARK CONTRIBUTE TO THE MISSION AND PURPOSE OF THE PARK. THE ACTIVITIES WITHIN A DESIGNATED LAND USE ZONE SHOULD BE APPROPRIATE TO THE LAND USE PURPOSE.

The land use portion of the Objectives and Policies has two primary goals: to identify appropriate land uses within the park and to identify what uses and activities are appropriate within each land use zone. The major land use zones are identified on the Land Use Zones map (Figure 3-1). The map also identifies non-conforming uses and vehicle circulation and parking areas (which are addressed in Objective III. The land use designations are intended to preserve the design intent and address current needs. Each zone has a distinct character and purpose. The land use zones encompass the park's general landscape types. Ancillary uses, such as play areas, may be located within several zones, such as major meadows and lawns and naturalistic parkland.

Land use agreements, permits, concessions, and leases should meet a standard of appropriateness in accordance with the City Charter (Section 7.403) that stipulates that all permits and leases shall be issued only for recreational purposes.

Areas or facilities in Golden Gate Park that are not serving an essential recreational, cultural, or operations/maintenance purpose, should be declared a nonconforming use and studied for the feasibility of removal and relocation outside of Golden Gate Park. Determinations of nonconforming uses should include consideration of the provisions of the City Charter (Section 7.403) and policies concerning nonrecreational uses contained in the Recreation and Open Space Element of the City's Master Plan. Where uses or facilities are proposed to be removed, a special area study should be conducted to determine the best park use of the site.

POLICY A - NATURALISTIC PARKLAND
Naturalistic parkland comprises the largest land category in Golden Gate Park, and must be preserved to protect the pastoral character of the park and to ensure the retention of park open space. **Naturalistic parkland is the predominant landscape of the park and gives the park its visual character.**

1. Areas designated as "Naturalistic Parkland" include the park's woodlands, **most of the** scenic lakes, ponds, marshes, watercourses, and wildlife habitats.

2. Recreational use of areas designated as "Naturalistic Parkland" should emphasize and encourage appreciation of the park's pastoral qualities. Appropriate activities include nature walks, bird watching, photography, and educational pursuits.

POLICY B - MAJOR MEADOWS AND LAWNS
Major meadow and lawn areas include many of the largest open spaces within the park and host both passive and active recreational uses. The vistas that they create, and the relationship between these open spaces and the park's woodlands and buildings, should be preserved.

1. **The open spaces of meadows and lawns should be preserved, with no encroachment by woodlands, specimen plantings, or structures.**

2. **Major meadows and lawns should be adaptable to host a wide variety of activities, rather than designed for a specific use.**

3. **Appropriate uses for major meadows and lawns include picnicking, sunbathing, informal lawn sports (that do not damage turf), other unstructured recreation, public assembly, and other events as defined in the Commission's Permit and Reservation Policy.**

POLICY C - MAJOR RECREATION AREAS
The major recreation areas within Golden Gate Park have been established to meet specific recreational needs. The land within major recreation areas is programmed or designed for specific types of recreation or sports.

Bold: new text from current Master Plan process
Plain: text remaining from the existing adopted Objectives and Policies (1979-85)

1. **Major recreation areas are designed and maintained for specific, structured and programmed recreational uses, and include designated turf areas, courts, and water bodies, and are subject to permit reservations.**

2. **Major recreation areas, as identified on the Land Use Map, host activities such as archery, soccer, baseball, football, polo, ultimate frisbee, golf, fly casting (at the fly casting pools), track, lawn bowling, tennis, model boating (at Spreckels Lake), public assembly, and other events as defined in the Commission's Permit and Reservation Policy. Visitor centers, restrooms and other support services may be included in recreation areas.**

3. **Kezar Stadium's primary function is that of a major youth-serving sports and general recreation facility in Golden Gate Park. Its reconstruction in 1991 was done in a manner which recognized its sensitive location in the southeast corner of the Park, adjacent residential neighborhoods, shopping districts, major health care facilities, and restricted automobile parking opportunities.**

   a. **The use and permit regulations of the stadium are governed by the Kezar Stadium Operations Policy adopted by the Recreation and Park Commission and shall be consistent with the Environmental Evaluation of March 1988. The primary components of this policy are:**

      - **Kezar Stadium should provide school-age teams a first class football, soccer, and track and field facility, and recreation opportunities to the general public.**

      - **Kezar Stadium shall be operated in a manner which minimizes noise, traffic, and parking impacts of permitted events on adjacent neighborhoods and parklands.**

POLICY D - STRYBING ARBORETUM AND BOTANICAL GARDENS

The horticultural jewel of Golden Gate Park is Strybing Arboretum and Botanical Gardens. The arboretum is a world class facility and should be preserved and further developed in accordance with its historical function as a living museum of plants within the park. Strybing Arboretum and Botanical Gardens' function is threefold:

1. **To collect plants from around the world that are climatically suited to the central coastal region of California and the Bay Area with an emphasis upon their horticultural, ecological, and botanical value.**

2. **To provide educational and interpretive programs that promote the broadest public awareness of plants and the environment with particular emphasis on geography, ecology, plant preservation, conservation, and human uses.**

3. **To provide, in an aesthetically pleasing landscaped setting, a place for reflection, enjoyment, and relaxation for the public.**

POLICY E - INDIGENOUS OAK PRESERVES

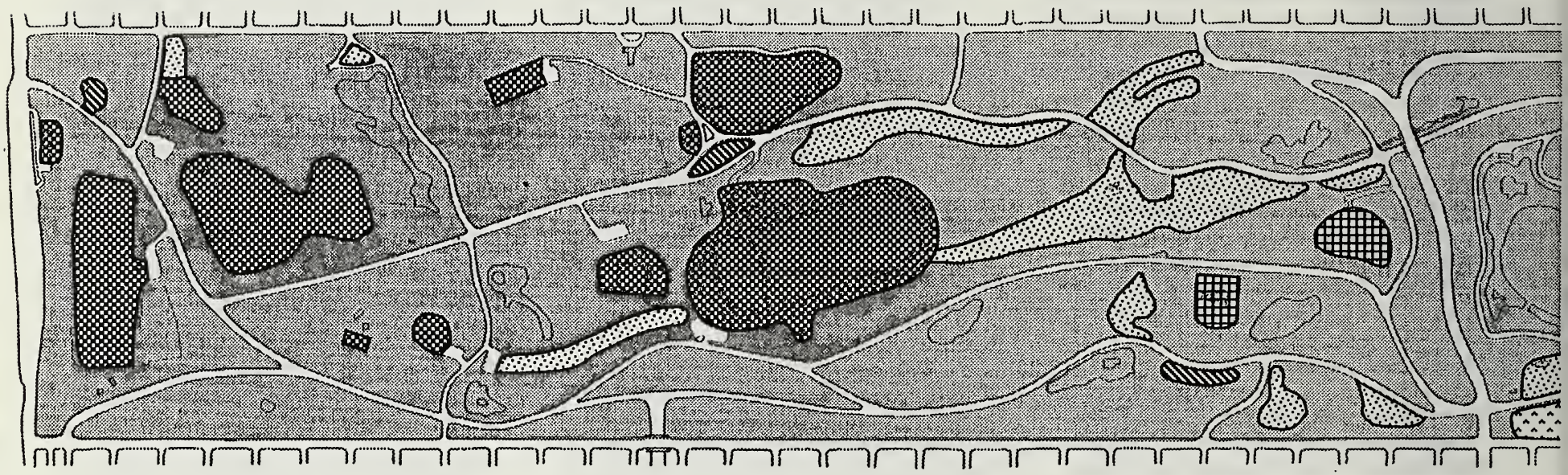
Existing major indigenous oak woodlands in the park should be designated as indigenous oak preserves. Manage the preserves to ensure their continued existence and to recognize the historical and ecological importance of the oak woodlands.

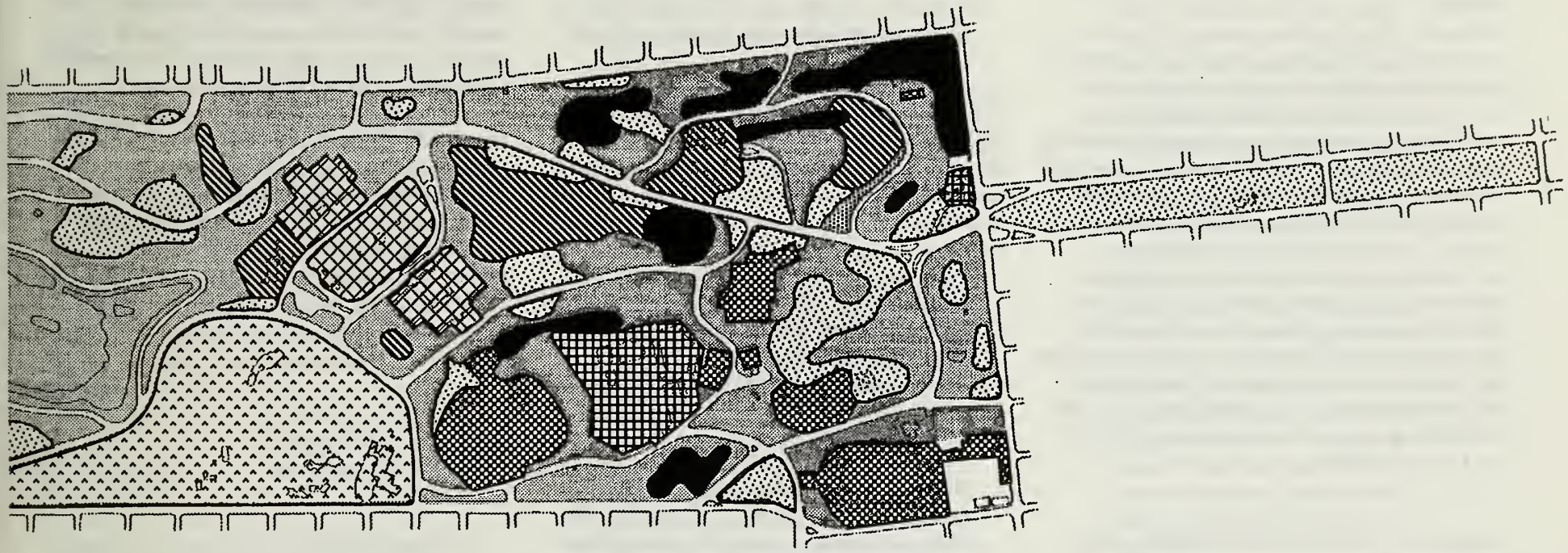
1. **Areas identified as indigenous oak preserves on the land use map include forest areas that are composed predominantly of oaks and other oak woodland plant community species.**

2. **Manage the oak woodlands to preserve their existence by planting acorns, oak seedlings, and other oak woodland plant community species.**

3. **Uses within this zone must be compatible with the management goals of maintaining and preserving the oak woodlands.**

4. **Incorporate the significance of the oak woodlands in park interpretive programs.**





Legend

- Naturalistic Parkland
- Major Meadows and Lawns
- Major Recreational Areas
- Indigenous Oak Preserves
- Special Horticultural Areas
- Strybing Arboretum and Botanical Gardens
- Music Concourse Area
- Maintenance/Operations Areas
- Vehicular Circulation and Parking

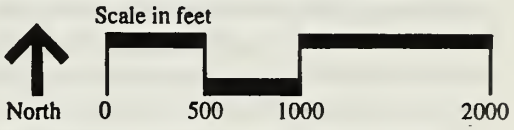


Figure 3-1

Land Use Zones

Bold: new text from current Master Plan process

Plain: text remaining from the existing adopted Objectives and Policies (1979-85)

POLICY F - SPECIAL HORTICULTURAL AREAS

Park horticultural gardens and formally landscaped areas provide the contrast and picturesque qualities essential to complete the park experience. **These areas are characterized by seasonal plantings of flowers, perennial flowering plants, unique and interesting plant collections, formal or distinctive designs, and generally require more intensive maintenance than other areas.** The historic location and traditional horticultural usage of these features should be maintained and protected from encroachment. **Special horticultural areas in Golden Gate Park include the Conservatory and its gardens, the Japanese Tea Garden, the Rose Garden, the Rhododendron Dell, the Fuchsia Dell, the tree ferns groves and others as identified on the Land Use Map.**

POLICY G - MUSIC CONCOURSE AREA

The Music Concourse and the institutions around it, including the Academy of Sciences, the deYoung Museum, and the Asian Art Museum, are important elements that fit within the overall park landscape and contribute to the park's unique character and history.

1. **The Music Concourse is a unique and distinctive civic space within the park that provides an appropriate setting for cultural activities and institutions.**

2. **The California Academy of Sciences, the M.H. deYoung Memorial Museum, and the Asian Art Museum, which contribute to the cultural focus of the Music Concourse area, have an historic and ongoing role in Golden Gate Park that should continue.**

POLICY H - MAINTENANCE AND OPERATIONS AREAS

Maintenance and operations areas are necessary within the park to facilitate management, maintenance and preservation of Golden Gate Park.

1. **Maintenance areas and buildings should be designed for optimal efficiency and minimum impact upon the park, including visual screening. Where possible, maintenance areas should be consolidated and reduced in size.**

2. **Field staff structures, storage sheds, and equipment shelters should be minimized. Where necessary, these structures should not be intrusive in high use activity areas and should be adequately screened.**

POLICY I - RECYCLING CENTER

The Haight Ashbury Neighborhood Council (HANC) Recycling Center, located in Golden Gate Park, is part of the City and County of San Francisco's Source Reduction and Recycling Element of the Solid Waste Master Plan. The center receives recyclables from businesses and the surrounding neighborhoods and as such is a non-conforming use of the Golden Gate Park. The center also provides recycling services to the park, collecting recyclable materials on a regular basis and at special events. The non-park serving activities should eventually be phased out. In the interim, the center should increase its benefits to the park. While the recycling center is located on park property, the center's activities should be focused on the recycling needs of Golden Gate Park and the immediate neighborhoods and material collected from other parts of the city should be eliminated. Additional measures should be taken to reduce the noise and visual impact of the recycling center on the park and neighborhood.

OBJECTIVE II - LANDSCAPE PRESERVATION AND RENEWAL

PROVIDE FOR THE PROTECTION AND RENEWAL OF THE PARK LANDSCAPE.

> *"A park ... should be an agglomeration of hill and dale, meadow, lawn, wood and coppice, presenting a series of sylvan and pastoral views, calculated to banish all thoughts of urban objects, and lead the imagination to picture space beyond as a continued succession of rural scenes and incidents."*
>
> William Hammond Hall
> November 30, 1873

POLICY A - **PRESERVE THE DESIGN INTEGRITY OF GOLDEN GATE PARK**
Golden Gate Park has evolved from an original landscape design that provides unity and integrity. The original design intent shall be preserved.

1. All activities, features and facilities in Golden Gate Park should **respect** the **unique** design and character of the park.

2. The major design feature of Golden Gate Park and the framework within which all park activities occur is its pastoral **and sylvan** landscape. The integrity of **the pastoral and sylvan landscape** must be maintained and remain unaltered.

3. The existing form of **woodlands** and their relationship to meadow areas should be maintained. The size, the basic texture, and color of park **woodlands** should not be significantly altered, nor should the size of meadows be reduced by the introduction of additional trees.

4. It should be recognized that the park, by design intent, is basically evergreen **and is divided into two distinct areas. The park land east of Strawberry Hill was designed as a more finished park that includes a variety of intensively cultivated areas and developed facilities while the park land to the west was intended as woodland landscape with open meadows defined by stands of trees and enhanced by lakes.** Large-scale introduction of deciduous or "flowering" trees in areas other than traditional horticultural gardens should be discouraged, **particularly in the western park. The following is an excerpt from an 1886 report by William Hammond Hall to the Park Commissioners which explains his design concept for the park in his own words:**

> ***"It was designed that the six hundred or more acres of the reservation including and lying west of Strawberry Hill, and its connecting ridge, should be simply treated as a woodland or forest, with all the hills and ridges more or less heavily timbered, and the valleys covered with lower-growing shrubs or field grasses; that the four hundred or less acres east of the hill and ridge should be treated as a more finished park, with its tree plantations in smaller masses or groups, principally on the higher grounds, and its several notable valleys occupied by such special features as a picnic ground; a garden - including a conservatory and semi-tropical exhibit; a children's quarter - including a dairy-house and play grounds; a recreation ground for sports of older people; a lawn, with lake and water terrace; a manor house and grounds, with concourses for carriages and pedestrians; and an open air concert auditorium. . ."***

5. It should be recognized that, because the park's landscape is **predominantly a manmade** creation, its care and maintenance is highly labor intensive. Sufficient numbers of qualified personnel must be retained to ensure the park's continued preservation and maintenance.

6. No changes or alterations to any park feature should occur without consideration of the parkwide effects. Emphasis should only be given to activities which do not diminish open space.

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7. **The acreage and function of Strybing Arboretum and Botanical Gardens should be preserved and protected.**

8. **The park's lakes and water features are important design elements. They also serve as important wildlife habitats. The lakes and water features should be managed to maintain water quality and levels, as well as wildlife habitat and recreational values.**

9. **Special events must be strictly regulated to avoid damage to the park landscape.**

10. **Soil erosion has become a serious problem in some areas of the park because of overuse or misuse, lack of protection of tree roots on slopes, and the fragile nature of the sandy soil. The soil should be managed and protected to minimize erosion and ensure continued growth of the trees and other plants.**

POLICY B - PRESERVE AND RENEW THE PARK'S FORESTS

Continue the implementation of a long-range plan for effective management of the park's forested areas.

1. The Golden Gate Park **forest management plan** is based on the following objectives:

   a. Develop and maintain on a continuous basis a comprehensive and appropriately detailed inventory of all wooded areas.

   b. Maintain a continuous reforestation **program.**

   c. Maintain **and improve** wood-waste recycling and utilization programs.

2. The **forest** management **program** should **focus** on:

   a. **Continued** rehabilitation of the windbreaks **throughout the park.**

   b. Removal of hazardous, diseased and dying trees; replacement with appropriate tree species. **(Some dead/dying trees should be retained for wildlife habitat and ecological purposes.)**

   c. Replacement and maintenance of park perimeter landscape screening, **with consideration given to security and landscape design.**

   d. **Maintaining the original design intent. For example, restoration of the forest canopy on the hills and ridges, and avoiding encroachment of trees in meadow areas.**

   e. **The placement of dedicated trees should be appropriate to the landscape setting and avoid encroaching on meadow areas.**

   f. **Restoration of specimen plantings that contribute to the distinctive character of the park's eastern landscape.**

   g **Control of invasive plant species.**

   h. **Thinning of young trees, where appropriate, to improve forest growth.**

3. **Maintain the designated indigenous oak preserves for their natural and historical values as the only remaining indigenous woodlands in the park, and preserve existing oak trees in other areas.**

   a. **A specific management plan should be established for the oak preserves which are identified on the park land use map.**

   b. **Exotic and invasive understory vegetation should be removed in the oak preserves and replaced with native plants appropriate to oak woodlands.**

   c. **Oak woodlands should be perpetuated by the planting of acorns and oak seedlings.**

   d. **There are many other oak trees not within the oak preserves. These trees should be maintained and preserved within their respective landscape settings.**

POLICY C - WILDLIFE AND HABITAT

Golden Gate Park provides important habitat for wildlife within San Francisco. Habitat values should be preserved and enhanced throughout the park. Designate and manage areas or zones within the park that are identified as having high natural resource values.

1. **Manage, protect, and enhance the park's landscape for wildlife habitat and other natural values. Managing the landscape**

for these values should include preserving and enhancing food sources, nesting sites, and roosting sites, thinning and providing openings in the forest canopy, and maintaining understory vegetation.

2. Continue diversification of tree species within the park by planting California native species such as oak, buckeye, madrone, bay laurel, and toyon, where appropriate.

3. Preserve selected dead and aging trees for habitat value.

4. Maintain water quality and water levels in the park's lakes, marshes, and water features to preserve habitat values.

5. Designate areas within the park that have special resources or habitat values as natural resource areas. Natural resource areas should be managed to preserve and enhance the natural resource values. Control park uses in and near natural resource areas to preserve natural values.

6. Abandonment of domestic animals is a continuing problem in the park. A collaborative effort involving the Recreation and Park Department, Animal Welfare and Control Commission, the Society for Prevention of Cruelty to Animals (SPCA), and other concerned groups, should coordinate efforts to discourage pet abandonment and establish a humane program to reduce, to the greatest extent possible, the number of feral animals in the park. This program may include rehabilitation and adoption of appropriate animals, and spaying/neutering and inoculation of feral animals. The goal of these efforts will be to reduce the feral animal populations in the park, coordinate and support population management efforts, and minimize impact on the park environment.

POLICY D - PARK LAKES AND WATER FEATURES

Maintain the important design and functional roles of the park's lakes and water features.

1. Existing lakes and water features should be restored and maintained.

2. Lake water levels should be stabilized.

3. Lake and water feature edges should be stabilized to prevent erosion.

4. Water quality should be maintained at high standards. Runoff from landscape areas and roadways should be intercepted before draining into lakes.

5. The importance of lakes as wildlife habitats should be preserved and enhanced through proper management of the lakes and surrounding areas.

6. The landscapes surrounding lakes should be managed to promote the lake's wildlife habitat values.

POLICY E - WATER SUPPLY AND IRRIGATION SYSTEM

Develop new irrigation water supplies and improve water distribution and application systems.

1. Provide consistent water pressures and volumes to irrigate the entire park.

2. Improve and expand reservoirs to allow increased night watering.

3. Improve and maintain the existing well system. Where feasible, restore inoperative wells.

4. Plan for the future use of reclaimed water where appropriate in the park as mandated by the San Francisco reclaimed water ordinance. Analyze the impacts of reclaimed water on humans, wildlife, sensitive plants, irrigation lines, water quality in lakes and water features, and maintenance and cost considerations. Where possible, provide a flexible system that can use reclaimed water or well water.

5. Continue the installation of automatic irrigation systems where appropriate.

6. A new irrigation and water distribution system should include an automated monitoring and control system to increase irrigation efficiency and reduce operation costs.

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POLICY F - SUSTAINABLE LANDSCAPE PRINCIPLES

The principles of "sustainable landscape" should be applied to management practices, landscape design, plant selection, and irrigation methods. Sustainability implies balance and permanence: balance between renewable resources and the needs of the park; balance between maintaining the park in good health and the needs of the community. A sustainable park landscape will be healthy and in balance, biologically, economically, and socially.

Within the context of Golden Gate Park, practicing sustainable landscape principles will include the following:

- **efficient use of water resources through the use of efficient irrigation systems, and drought tolerant plants where feasible**
- **minimizing the use of chemical fertilizers, pesticides, and herbicides**
- **selecting construction materials that are low maintenance and composed of ecologically appropriate materials**
- **recycling of materials within the park such as utilizing wood and plant waste for mulches and composting.**

POLICY G - BISON PADDOCK

The bison have been an historical feature in Golden Gate Park since 1891, and should be preserved. Bison were first placed in the park when San Francisco began a captive breeding program to help prevent the extinction of North America's largest land mammal.

1. **The bison** paddock should be renovated **for** continued maintenance of a bison herd **and meet requirements for zoological exhibits.**

2. **An adequate irrigation system should be established to permit maintenance of the paddock vegetation.**

3. **Interpretive signs and programs should inform visitors about the history of bison in Golden Gate Park, the ecological role of bison, and the relationship and significance of bison to Native Americans.**

OBJECTIVE III - PARK CIRCULATION

CREATE AND MAINTAIN A PARKWIDE SYSTEM OF RECREATIONAL ROADWAYS, PATHWAYS, AND TRAILS. MINIMIZE MOTOR VEHICULAR TRAFFIC.

Management of Golden Gate Park's circulation system should, as a primary goal, create and maintain a system of recreational **pathways, trails,** and roadways where the order of priority should be to accommodate pedestrians, **bicycles** and **vehicles for the purpose of enjoying the park.**

Access must be provided to all park activity areas, especially for persons with disabilities, senior citizens, and families with young children. The challenge is to balance the need to provide adequate and convenient parking for those visitors driving to the park with the desire to reduce vehicle traffic in the park to enhance the park experience.

Efforts to reduce park automobile traffic and dependency on the private automobile as the primary mode of internal **circulation** are desirable. Reducing park automobile traffic, particularly through traffic, will necessitate changes in established driving patterns within the park and adjoining neighborhoods.

Gradual, carefully planned and phased implementation, coordinated with the Department of **Parking and Traffic** and other agencies, will create a recreational roadway, pathway, and trail system that will improve the park visitor's enjoyment and safety, protect the park's environment, and reduce impacts on adjacent neighborhoods. Measures taken to minimize vehicular traffic within the park should be in accord with the objectives of the Comprehensive Plan of the City of San Francisco. **Environmental impacts will be examined prior to implementation. Enforcement of parking and traffic regulations is a critical component of a successful transportation management plan.**

A well-financed park **shuttle** system should be designed to effectively and **conveniently** convey park visitors **to and within the park.**

POLICY A - ACCESSIBILITY

Access must be provided to all park activity areas and programs, including access for persons with disabilities, senior citizens, and families with young children. Accessibility must meet the requirements of all applicable codes and regulations for persons with disabilities.

POLICY B - PEDESTRIAN CIRCULATION

Provide **an accessible** pedestrian circulation system that promotes safe and enjoyable pedestrian activities.

1. Pedestrian enjoyment and safety **may** require separation of footpaths from roadways, grade separation of footpaths from roadways in heavily trafficked areas, and low speed limits for all vehicles.
2. **Trails and pathways that are designated as multiple use trails should be designed to minimize conflicts between pedestrians and other users.**
3. Pedestrian entrances to the park and to activity areas should be thoughtfully designed to invite use and promote safety.
4. **Pedestrian scaled night lighting should be considered along selected primary paths and where evening activities occur.**

POLICY C - BICYCLE CIRCULATION

Provide for the safe and convenient use of the bicycle as a means of recreation and transportation to, within, **and through** Golden Gate Park. Provide continuity with the City bikeways plan.

1. **A system of bikeways on roads and designated pathways that meets the needs of commuter and recreational bicyclists, and includes opportunities for bicyclists of all abilities, should be provided.**
2. Bicycle use should be encouraged through provision of secure **bicycle** parking facilities at activity centers, **at large events, and at employee areas.**
3. **Standards for bikeways and bicycle parking facilities and services should be identified.**
4. **Bicycle planning efforts should be developed and evaluated** in cooperation with interested groups, bicyclists, **the Department of Parking**

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and Traffic's Bicycle Coordinator, the Bicycle Advisory Committee, and the Department of Public Works.

5. **Regulatory signs and a bikeway map should be posted at park entries to improve bicycling safety. Bicyclists should also be informed that on-road cycling is subject to vehicle code regulations.**

6. **Roads which are removed from motor vehicle circulation should be considered for bicycle use.**

POLICY D - MOTOR VEHICLE CIRCULATION
Create a park roadway system that allows internal park motor vehicle circulation and provides access to park facilities.

1. **Ensure emergency and service vehicle access within and through the park.**

2. **Place informational and regulatory signs at all park vehicle entrances that encourage appropriate vehicle use in the park.**

3. **Enforcement measures should be identified and implemented with the cooperation of the Department of Parking and Traffic and the Police Department. If feasible, revenues from traffic citations should support the Recreation and Park Department, including the park shuttle system or other park needs.**

4. **The park speed limit of 25 mph should be enforced on all park roads (except where otherwise posted).**

5. **Where feasible, motor vehicle roadways should be separated from other transportation modes.**

6. **No additional roads shall be built within the park.** The park should be protected from encroachment by roadways **from outside the park.**

7. **Where appropriate, curbs should be installed along roadways to protect adjacent landscape areas.**

POLICY E - NONPARK TRAFFIC
Restrict nonpark **motor** traffic to designated **throughways** in a manner that fully separates business, shopping, and commute traffic from the park experience.

1. **The Great Highway,** Crossover Drive, **Park Presidio Bypass,** Kezar Drive, **Stanyan Street, Lincoln Way, Fulton Street, Masonic Avenue, and Baker Street** should be the basic components of a designated throughway system. Private vehicular access to the park proper should be **limited** from designated throughways.

2. Designated throughways should be screened by vegetation to minimize their visual impact.

3. Where park circulation systems must cross a designated throughway, grade separations should be **considered**.

4. Some provision should be made for **north-south through traffic** movement in the western half of the park. **Chain of Lakes Drive carries north-south through traffic, but** should **remain** a minor roadway in keeping with the western park's "naturalistic" character.

5. **East-west through traffic should be discouraged and directed onto perimeter roads.**

POLICY F - REMOVAL OF PARK ROADWAYS
Roadways that are not required for access to park facilities, and are not part of the designated throughway system, should be removed and replaced with appropriate landscaping and recreational pathways.

1. Access requirements **must** reflect public safety, park operations, internal transport, and **address federal and state accessibility regulations.**

2. **Redesign intersections to remove excess pavement.**

POLICY G - WEEKEND AND HOLIDAY ROADWAY CLOSURES
Selected weekend and holiday roadway closures to motor vehicles should be implemented and maintained. Closures should not impede access to the Music Concourse, particularly for transit vehicles, persons with disabilities, senior citizens, and families with young children.

POLICY H - PARK SHUTTLE SYSTEM
Provide for the implementation of a **shuttle** system **to improve access and reduce traffic and congestion.**

1. **An internal park shuttle should be coordinated with MUNI services.**

2. The route utilized for any park **shuttle** system should provide access to major facilities, features and activity areas.

3. Internal **shuttle** vehicles should be carefully selected to ensure that the system will be energy efficient, provide adequate space for picnic and sports equipment and be easily used by **persons with disabilities, senior citizens, and families with young children.**

POLICY I - PUBLIC TRANSIT
Encourage the use of public transit for travel to Golden Gate Park and adjoining recreation areas.

1. Public transit improvements should be aimed at increasing citywide **and regionwide** access to Golden Gate Park. **Service between MUNI and other transit providers should be coordinated to encourage transit use.** Service **must** be frequent and convenient. **Transit services should be encouraged to transport bicycles.**

2. Foster public transit programs that will encourage the use of parks other than Golden Gate Park that are now underutilized or relatively inaccessible.

3. **Develop transit incentive programs for park users and employees. These might include reduced entry fees, informational brochures, and subsidized Fast Passes for employees.**

POLICY J - PRIVATE TOUR VEHICLES
Regulate private tour vehicle use of Golden Gate Park by designating in-park routes and restricting tour vehicle parking to specified areas.

1. Use of park roadways by tour **buses and other modes such as horse drawn carriages and pedicabs** should be regulated to ensure a balance between visitor service and protection of the park's landscape character.

2. Tour vehicle parking areas should be carefully sited to ensure that their impacts on the park environment are minimal. Landscaping should be employed to effectively screen these areas.

3. **Tour bus engines should be turned off when buses are parked.**

POLICY K - PARKING
Parking for visitors **should be sensitive to the park environment.** Discourage all-day commuter parking within Golden Gate Park.

1. **Regulatory measures** should be developed to discourage all-day commuter parking along park roadways. **Individual** parking meters as a means of control are not compatible with the park environment and should not be employed.

2. **Parking regulations should consider impacts to pedestrian and bicyclist safety, and to park destinations.**

3. **Employees of the Recreation and Park Department and other facilities within the park should be encouraged to carpool, bicycle, or take public transit to work to reduce the impacts and parking congestion caused by employee vehicles.**

POLICY L - TRAFFIC SAFETY
Develop and implement a **comprehensive** traffic safety and control program for all transportation modes. Measures should include, but not be limited to, improved striping, pavement messages, and signs. **Traffic regulatory signs, pavement messages, and striping are under the jurisdiction of the Department of Parking and Traffic. Signs, striping and pavement messages should be evaluated and renewed with adequate frequency to ensure safety. Where possible, traffic regulatory signs should be coordinated with other park signs.**

POLICY M - TRAFFIC GENERATORS
Major traffic generators, within Golden Gate Park or adjacent to the park, preparing development or improvement plans or staging major activities **shall be required** to prepare a transportation analysis or environmental evaluation detailing possible transportation impacts to

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Golden Gate Park. Where appropriate, such development plans, improvement programs, or activities should provide a transportation management system that will prevent additional **motor vehicle** congestion, user conflicts, and all-day parking by nonrecreational users within Golden Gate Park **and encourage alternative modes of transportation**.

1. **Large events shall provide transportation management plans as required in the Recreation and Park Commission Permit and Reservation Policy. Transportation management plans shall be reviewed by the Department of Parking and Traffic, Traffic Engineering Division.**

2. **Implementation of transportation management plans should be monitored and evaluated.**

OBJECTIVE IV - BUILDINGS, STRUCTURES, AND MONUMENTS

MINIMIZE THE IMPACTS THAT BUILDINGS AND MONUMENTS HAVE ON THE PARK LANDSCAPE, AND PRESERVE THE OPEN SPACE OF GOLDEN GATE PARK. **MAINTAIN AND PRESERVE HISTORIC BUILDINGS AND STRUCTURES.**

POLICY A - **NEW CONSTRUCTION**
Restrict construction of additional buildings, structures or monuments in Golden Gate Park. It should be recognized that additional structures in the park would disrupt the balance that presently exists between open space for general park use and special uses requiring buildings.

1. **New** special use **facilities** such as museums, recreation centers, **and** stadiums **that are not essential to the mission of Golden Gate Park** should **not be sited in** the park.

2. **Installation of new statues or monuments in the park should be discouraged, as they detract from the park's design intent, and are generally not compatible with naturalistic parkland. Exceptions to this policy may be considered within the Music Concourse area for items from the museums' collections, and for a sculpture garden adjacent to the Beach Chalet.**

3. **Construction of a new structure in the park should only be considered when:**

a. **There is a clearly demonstrated need for a defined service to the public that cannot be met by modifications within an existing building.**
b. **Sufficient, detailed information is available that alternative sites outside the park have been studied and that the proposed structure can be located only in the area in question.**
c. **The effects on the park of the proposed structure have been fully assessed to ensure that the structure will not necessitate additional access roads, or have deleterious effect on the park landscape.**
d. **Sufficient effort will be expended to assure the very best architectural quality.**
e. **Design plans for any proposed structure will include measures and mitigations that minimize visual impacts upon the park environment.**

POLICY B - **HISTORIC STRUCTURES**
Preserve notable park **structures that have** historic, architectural and aesthetic value. Encourage restoration or reconstruction of other buildings and features that provide continuity with the past.

1. **An historic resources survey should be conducted to inventory and evaluate the historic values of buildings, structures, monuments, and landscapes in accordance with established city, state and federal criteria.**
2. Special and immediate effort should be made to identify, organize, and preserve existing plans and plan documents related to the design and construction of all significant park features.

POLICY C - **MODIFICATION OF EXISTING BUILDINGS**
Assure that modification or replacement of existing park buildings is compatible with the landscape character and historic form of the park, and does not diminish existing open space, **in accordance with policies contained in the Recreation and Open Space Element of the City's Master Plan**.

1. **All park buildings should be modified to meet the requirements of all applicable accessibility codes and regulations, consistent with the design of the building.**
2. **Modification, replacement or reconstruction of existing buildings for seismic or other structural upgrades, accessibility, or mechanical system improvements should, to the greatest extent feasible, not increase the building's footprint, height, or bulk.**
3. Structural modifications resulting in expansion of an existing facility, including the California Academy of Sciences, the Asian Art Museum, and the M.H. deYoung Memorial Museum, should only be considered when:
   a. There is a clearly demonstrated need for a defined service to the public that cannot be met by modifications within the existing building.
   b. Sufficient, detailed information is available that alternative sites outside the park have been studied and that the proposed addition can be located only in the area in question.
   c. The effects on the park of the proposed addition have been fully assessed to ensure that expansion will not necessitate additional surface parking, access roads, or have deleterious effect on the park landscape.
   d. Sufficient effort will be expended to assure the very best architectural quality.
   e. Design plans for any proposed addition will include measures **and mitigations** that minimize visual impacts upon the park environment.

POLICY D - **REMOVAL OF BUILDINGS NOT NEEDED FOR PARK USES**
Provide for the phased removal or relocation of structures or facilities that are not essential for cultural, recreational, **or operations/maintenance** uses within the park.

1. Until the removal of inappropriate park structures or facilities occurs, they should be maintained only at levels consistent with existing use and safety. No additions or modifications that extend the current functions of the buildings should be permitted.
2. If a nonrecreational structure can be success-

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fully converted to **an essential park** use without incurring additional vehicular traffic, then reuse could be an alternative to removal.

POLICY E - PARK MAINTENANCE STRUCTURES

Maintenance structures should be designed and sited to minimize visual and other impacts on the park.

1. **Wherever feasible, maintenance structures should be consolidated within existing buildings.**
2. **Maintenance structures should be visually screened to the greatest extent possible. Where utilitarian structures such as storage containers are employed and visible to park users, screen fences or planting should be used to mitigate their visual impacts on the park environment.**

POLICY F - ENERGY AND RESOURCE CONSERVATION

Encourage **energy and resource conservation** and recycling systems that would contribute to efficient management and operation of Golden Gate Park. New structures, or substantially remodeled existing structures, should, where feasible, incorporate **energy and resource conservation systems.**

OBJECTIVE V - RECREATIONAL USES AND FACILITIES

ENSURE THAT RECREATIONAL USES OF GOLDEN GATE PARK ARE APPROPRIATE TO THE PARK ENVIRONMENT AND PURPOSE.

Golden Gate Park hosts a wide variety of recreational uses throughout the park. This includes passive and unstructured recreational uses that can occur in numerous areas of the park such as sunbathing, frisbee, relaxation, and reading. There are also active and structured recreational uses that take place in specific locations designed or designated for uses such as tennis, baseball, soccer, model boat sailing, golf, and archery. Recreational uses, particularly new ones, should be evaluated for impacts to the park and to park users.

POLICY A - CHILDREN'S RECREATION AND SUPERVISION

The Recreation and Park Department should **continue to** provide regular supervision and recreation for children, especially at the Mary B. Connolly Children's Playground.

POLICY B - EQUESTRIAN FACILITIES

The programs of the equestrian facility should serve a broad spectrum of users. Designated equestrian trails should be adequately designed and maintained to provide a firm surface and to minimize erosion. The existing equestrian facilities should be renovated to meet the requirements of building codes and regulations, accessibility, and animal welfare.

POLICY C - OFF-ROAD BICYCLE USE

Bicycle use on other than paved roads should be restricted to paths and trails that are designated for bicycles. Paths designated for bicycle use should be adequately designed to promote safe use. Restrictions should be communicated with appropriate signs, and education programs should be implemented to encourage responsible trail use and inform users about protecting park resources. Regulations should be effectively enforced.

POLICY D - SKATING

Skating should be restricted to designated paths and areas within the park. Pathways and areas designated for skating should be designed for safety and to minimize conflicts with other park users. Use restrictions should be communicated with appropriate signs, and education programs should be implemented to encourage responsible use. Regulations should be effectively enforced.

OBJECTIVE VI - PARK MANAGEMENT AND SECURITY

ENSURE THAT PARK MANAGEMENT IMPLEMENTS ADOPTED POLICIES, PRESERVES THE PARK'S RESOURCES, AND OPERATES AND MAINTAINS THE PARK EFFICIENTLY.

POLICY A - LANDSCAPE DESIGN OVERSIGHT

A position with expertise and training in park planning and landscape design should be established within the Recreation and Park Department with the responsibility and authority, in conference with the Superintendent of Parks and the Park Planning office, to review and/or recommend for approval all landscape and architectural designs, modifications, structures, features, and maintenance procedures, as well as prepare landscape design plans, to ensure continuity of the park design and implementation of adopted policy.

POLICY B - PARK AMENITIES

Improve and maintain park amenities and ensure adequate visitor service.

1. Restrooms, drinking fountains, trash receptacles, benches, **secure bicycle parking,** and telephones should be provided at convenient locations throughout the park **and properly maintained. Amenities must meet all applicable accessibility codes and regulations.**

2. These amenities should be consistent with the intensity of activity of the particular area and should not detract visually or physically from the character of the park.

POLICY C - VISITOR INFORMATION

Information should be provided to visitors to enrich their park experience, to direct visitors to park features, and to communicate park regulations.

1. Historic, environmental, educational, and general information about the park and activities therein should be made available to the resident and visitor through programs, tours, literature and exhibits.

2. **One or more park visitor centers should be created to provide information and exhibits to educate visitors about the park's uses, history, and resources, to serve as a staging area for interpretive activities, and to provide an opportunity for the sale of park related merchandise. Visitor center(s) should use existing park buildings. Small visitor information kiosks may be considered to provide more limited services at strategic locations such as the Music Concourse.**

3. Outdoor advertisements of future or **current** events are a visual intrusion **in the park environment** and should **continue to** be strictly regulated **as defined by the Park Code and the City Charter**. Agencies which desire to give notice of events should confine such activities to public media announcements, the Recreation and Park Department events calendar, or to an area within an existing building.

4. **Visitor information must be available to persons with disabilities and meet the requirements of all applicable codes and regulations.**

POLICY D - SIGNS

Signs to communicate information about the park and regulations regarding its use should be used effectively and efficiently. Minimize the number of signs.

1. **A park sign plan setting forth guidelines and standards should be prepared, adopted, and implemented.**

2. **Informational, directional, and interpretive signs and maps should be standardized to optimize communication and should be sited effectively to avoid visual clutter and degradation of the park experience.**

3. **General park information signs should be placed at all park entries with information about park uses, regulations, and restrictions.**

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POLICY E - SPECIAL EVENTS

Events that attract large numbers of participants or spectators should continue to be regulated under the Recreation and Park Commission policies for permit and reservation issuance to prevent degradation of the park's landscape and reduce impacts on adjoining neighborhoods. Large gatherings may well be accommodated in other San Francisco parks, balancing the citywide recreational program and alleviating wear and tear on Golden Gate Park. Ongoing use of park meadow areas and athletic fields should be carefully monitored so that measures may be taken to allow adequate turf and landscape recovery time.

1. **Proposed events should be reviewed to determine that they meet a standard of appropriateness, in accordance with the City Charter (Section 7.403) that stipulates that all permits and leases shall be issued only for recreational purposes.**

2. **Locations of events within the park should be reviewed to ensure that the event is appropriate for that location. Factors to consider should include the area's existing land use and potential damage. Carrying capacity should be determined for each area based on size and environmental sensitivity.**

3. **Fees, deposits, and performance bonds paid by events to the Recreation and Park Department should be adequate to cover additional maintenance costs and repairs of any potential damage.**

POLICY F - CONCESSIONS

Concessions are a cost effective way to provide some visitor services in Golden Gate Park. Concession services should be consistent with adopted policies, the purposes and environment of the park, the City Charter (Section 7.403), and should continue to be regulated and closely supervised.

1. **It is desirable for merchandising** concessions **that** provide service on a long-term and continuous basis **to** be located within an existing building.

2. **Mobile cart food concessions should meet visual design standards and permits should be reviewed with the Superintendent of Parks and park planning staff to ensure compliance with policy and design standards.**

3. All vendors should establish effective litter control and **permanent concession facilities should** provide an enclosed garbage disposal area.

4. **Lease agreements permitting the sale of merchandise should specifically include the sale of items that relate to the park, its landscape, features, historic buildings, and recreational activities.**

POLICY G - GIFTS AND DONATIONS

Ensure that gifts accepted for placement in Golden Gate Park will contribute to the historic character of the park and are compatible with the **park environment.**

1. Additional features tendered to the park should be carefully reviewed prior to acceptance to assure that they will not diminish the integrity of the basic design.

2. An endowment fund **shall be created** to allow prospective donors to contribute to the restoration and maintenance of **the park**.

3. **The Recreation and Park Department should work closely with a park cooperative association to develop additional funding opportunities.**

4. All gift proposals for Golden Gate Park should be in accordance with existing Recreation and Park Commission "Guidelines for Acceptance of Major Gifts" and the policies of the Golden Gate Park **Master Plan**.

POLICY H - RECYCLING

Recyclable material generated within the park should be recycled within a designated area. Volunteer programs to remove litter from the park and to increase public awareness about recycling and the impact of litter on the park should be increased. Recycled materials should be considered for all appropriate uses within Golden Gate Park.

POLICY I - PARK MAINTENANCE VEHICLES

The use of alternative energy vehicles should be encouraged to reduce emissions within the park.

POLICY J - PARK SECURITY

A sense of security is essential for park users to enjoy their park experience. The park should be, to the greatest extent possible, free of the problems of urban life. Providing a secure park environment should be a high priority.

1. Security systems and **park** patrols **shall** continue to be employed throughout the park. Mounted, **bicycle** and motorized patrols, and other high-visibility security measures should be **continued and** expanded to protect park **visitors and property.**

2. **Night lighting** should be installed in areas receiving nighttime use. **Adequate roadway and pathway lighting should be provided to improve safety for pedestrians, joggers, and bicyclists.** Park lighting should not detract visually or physically from the character of the park.

3. **Illegal activities including drug use and sales, and camping shall not be allowed in Golden Gate Park. Efforts should be made to eliminate illegal activities through cooperation with community groups, the San Francisco Police Department, the District Attorney's Office, the Department of Social Services, the Health Department, and the Department of Public Works. Camping in the park damages the park landscape, creates litter and fire hazards, and reduces the perception of the park as a safe place to visit.**

POLICY K - ADJACENT URBAN DEVELOPMENT

Urban development adjacent to Golden Gate Park should be consistent with the unique qualities of the park. Development or design modifications within Golden Gate Park should not adversely affect the adjacent neighborhoods. As the intensity of development **outside of the park** increases, it should not visually intrude upon the park. **The Recreation and Park Department should work cooperatively with the Planning Department and other City departments to review potential impacts of proposed projects to the park.**

POLICY L - PETS

Dogs and other pets must be under the control of owners at all times. Leash laws and animal waste regulations should be enforced as defined in the Park Code and Health Code. Maintenance of the dog training and dog run areas should consider safety and animal welfare.

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OBJECTIVE VII - COMMUNITY INVOLVEMENT AND PROCESS

FOSTER COMMUNITY PARTICIPATION IN GUIDING THE FUTURE OF GOLDEN GATE PARK.

POLICY A - PARK POLICY AND PLANNING PROCESS

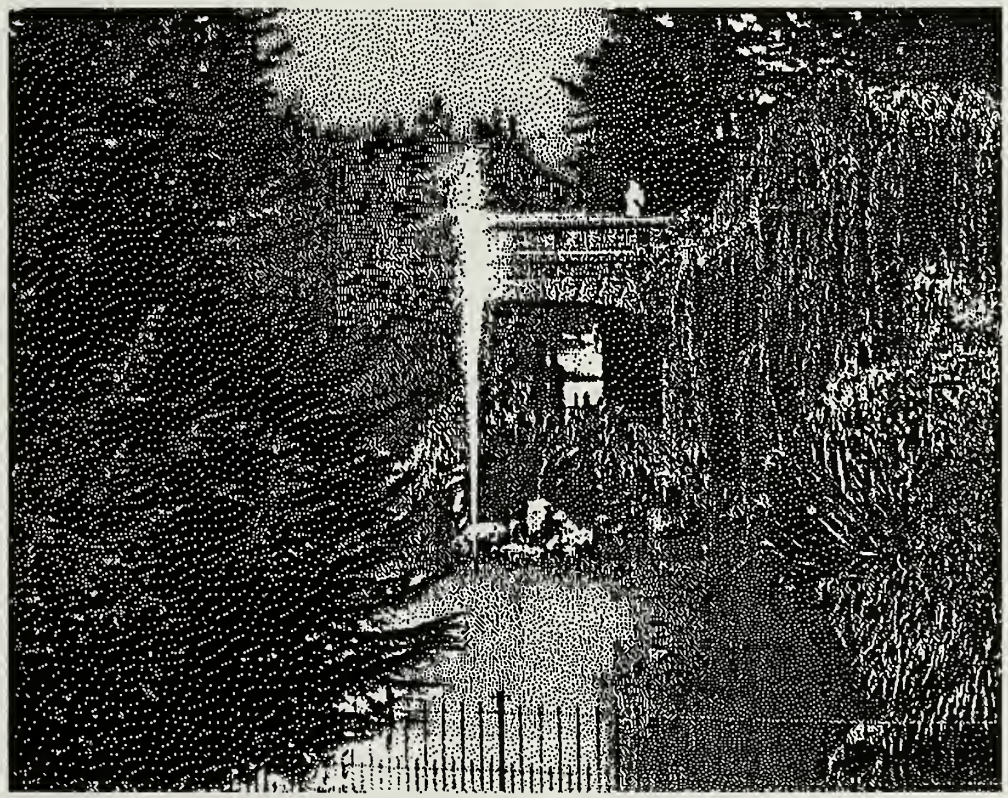
Decisions involving changes to Golden Gate Park should be made within an open planning process that includes public participation. Decisions on park policies are made by the Recreation and Park Commission. The Commission's meetings are open and include public hearings. Regular planning activities that do not involve policy should include public participation through accessible public meetings and distribution of information.

POLICY B - PARK COOPERATIVE ASSOCIATION

Support the activities of a park cooperative association such as the Friends of Recreation and Parks that will encourage broad community participation and increase opportunities for fund-raising and public-private partnerships.

POLICY C - VOLUNTEER ACTIVITIES

Volunteer activities should be encouraged to do tasks and provide services that cannot be accomplished with park staff. A volunteer coordinator position shall oversee and coordinate all volunteer activities. Volunteers should be given recognition for their efforts.



Alvord Lake

Park Landscape

Park Landscape

The landscape of Golden Gate Park is its most prominent feature, and is what attracts people to the park. The park landscape is the sum of many components: terrain, forests, meadows, horticultural displays, lakes, athletic fields, and climate. The buildings, structures and roads are also components of the landscape in its larger context.

The landscape of Golden Gate Park has its origins in nineteenth century "picturesque" landscape design, the purpose of which was to provide a setting for relaxation and escape from the harsh urban environment. Wilderness was seen as the ideal landscape, but the rural or pastoral landscape was more appropriate for parks and for supporting the park activities. Although the landscapes appeared natural, they were in fact highly contrived, and great effort was taken to shape the land and arrange elements to maximum advantage.

Golden Gate Park is a remarkable achievement, given that the vision of this pastoral landscape was created out of sand dunes and the harsh coastal environment. Although it appears very natural, the park landscape is almost completely manmade, and requires much more management and maintenance than a truly natural landscape. All trees were planted except for oak trees and a few other native trees in the northeast portion of the park. All of the lakes are manmade. The meadows were created in low valleys and sheltered by trees to create warmer microclimates. The general terrain was not altered drastically, but the impression of hill and dale was exaggerated by planting tall trees on the ridges and hills and leaving the low areas as meadows. This technique was very successful in creating the park's rolling terrain with a minimum of grading.

How we view the landscape today is different from how people viewed it in the past. One hundred years ago people viewed the park and its landscape as a sublime experience, like walking through a landscape painting. There was plenty of undeveloped land, but people came to the park to partake in its fine creation. William Hammond Hall expressed this concept of park experience when he wrote the following in 1873:

> *"A park . . . should be an agglomeration of hill and dale, meadow, lawn, wood and coppice presenting a series of sylvan and pastoral views, calculated to banish all thoughts of urban objects, and lead the imagination to picture space beyond as a continued succession of rural scenes and incidents."*

Today we view the park as a green oasis in an urban context that did not exist when the park was built. The concept of open space is highly valued by city dwellers today. The park is also viewed as a tremendous recreational resource, with many kinds of facilities. The landscape is now mature and parts of it are hard to distinguish between naturalistic and truly natural. The blurring of what is manmade and what is natural is the ultimate success for a picturesque landscape design.

This success is also what has lead to some of the park maintenance problems that we now face. The forest and landscape is not regenerating as a natural landscape would. The problems are much greater than appearances would indicate. The forest is green, but in serious decline. The lakes are scenic, but their problems are just below the surface. The meadows and fields host many activities and events, but need intensive maintenance to recover. The recommendations on the following pages lay out the steps necessary to preserve this magnificent landscape. Without action, this landscape could be lost.

Landscape Design Framework

Understanding the landscape of Golden Gate Park is important for all those who seek to preserve and maintain it. The following landscape design framework, and the accompanying map, describe the park's landscape elements and characteristics, and provide a basis for making decisions about the park landscape.

The Original Park Site

An understanding of the site conditions before construction of the park provides insight into how the plan was developed. Knowledge of the original conditions also assists in making decisions about maintaining the park today.

"The Golden Gate Park contains about 1,000 acres, of which 270 acres at the eastern end, is good arable land, covered in many places with trees and shrubbery; this portion may at once be converted into an attractive resort. The remaining 730 acres, stretching down to the ocean beach, is a waste of drifting sand."
First Biennial Report, 1870-71

Description of the original park site:

"Strawberry Hill, itself being the larger and higher one of these three knobs, was, before the Park survey were made, known as 'The Island' from the fact of its appearing as a mound of vegetation surrounded by a billowy waste of sands fittingly likened to the sea. . . . All that portion west of Strawberry Hill ridge was new and shifting sand drift; and this new drift covered also about 120 acres east of Strawberry Hill ridge, leaving about 270 or less acres available for park improvement without the preliminary process of reclamation. . . . The pronounced hills and ridges of this eastern 270 acres...carried a scrubby live-oak growth, which seldom attained a height of more than ten feet, and for the most part was under seven feet high. The north ridge and central hill were especially well grown with this scrub. The intervening valleys in this portion of the park were unsightly, hummocky surfaces of sand, held by the rough native sand-plant growth, in which the blue lupine and prostrate escalonia predominated. The hummocks were densely overgrown, the intervening depression generally bare. Through the winter and spring, water to the depth of a foot or two accumulated in the three larger depressions making ponds each an acre or less in area, where frogs croaked and snakes wriggled. . . .

A rugged sand ridge, carrying very low scrub oak growth, extended from the southern base of the northeast corner hill, southwesterly more than half way across the park area, and somewhat sheltered this valley from the prevailing winds.

The present conservatory valley was no more inviting. . .it was more closed at its west end, by a sand ridge, than now, and yellow lupine predominated in the rough growth upon the sand hummocks, whereas blue lupine was the most plentiful elsewhere. The present ball-ground valley was the most presentable space in appearance, but even that had . . . sand."

In the western part of the park

"the only growths high enough or strong enough to be ranked as shrubbery, were clumps of willows in the moist spots, and a few plants of the California red berry bush in a ravine just west of Strawberry Hill ridge. . . . Strawberry Hill was covered over with a low growth, not over two or three feet high, in which a prostrate scrub-oak predominated, and lupines were much in evidence. The indigenous strawberry plants were plentiful, and hence the hill. A few rabbits and an occasional coyote held possession. There was not even one small tree on the whole park site-only the scrub oak and willow bushes."
William Hammond Hall

Spatial Relationships

The landscape design of Golden Gate Park is a complex amalgamation of forests and open spaces. In large part, the design remains true to the original planting from the 1870's. The forests were planted, primarily on the slopes and hills, to provide shelter from the harsh winds for the meadows that were located in the valleys. The relationship between forest and meadow, solid and open spaces, and design elements such as drives and lakes should be studied and retained to preserve the park's historic landscape design for its next century.

"In accordance with the theory of Park improvement which has heretofore been advocated, the plantations at Golden Gate Park have been arranged in heavy masses upon the higher grounds for the purpose of affording the greatest attainable shelter to the intervening glades and valleys."
William Hammond Hall,
Second Biennial Report, 1872-73

The park provides a variety of spaces for many activities: active play, strolling, running, biking, picnicking, sports, sunbathing, reading, conversation, and contemplation. Some of the park's spaces are designed for specific uses but the vast majority of the spaces are designed to be adaptable and appropriate for a wide variety of recreational uses.

Forest and Meadow Relationship

The relationship of forest and meadow, the convoluted edges of the forest, and the vistas they create, contribute to the visual interest of the park. The "naturalistic" design emulates trees and meadows in nature. It is also intended to lead the eye to the space beyond and suggest the continuation of open spaces out of view. The play of light and shade highlights sunlit meadows surrounded by shadowed forests.

> *"Nothing gives a more park-like appearance, or a more agreeable impression to the landscape, than broad lawns and long vistas, ...with its charming variety of outline flanked with the tall pines, amongst the shadows of which the grassy nooks are lost, giving an idea of much greater extent than there really is."*
>
> John McLaren, 1889 Annual Report

Preserving this relationship between forest and meadow, and the intricate outlines, is critical to retaining the park's historic design. Reforestation efforts should strive to maintain the existing outline of meadows. (The edges of meadows could be surveyed and plotted on the park's CAD map.)

Other Open Spaces

In addition to the meadows, there are other open spaces that are important elements of the park's design and serve as view spaces. Other open spaces include recreation areas and fields, play areas, gardens, plazas, lakes, lake settings, and building settings. Vistas to and from within these spaces should be preserved and maintained as important view areas.

Visual Characteristics

In addition to the spatial relationships shown on the map, other visual characteristics such as texture, color, form, and plant species contribute to the unique character of Golden Gate Park. The mature pine and cypress trees create the park's unique skyline of dark green horizontal silhouettes. The tall eucalyptus trees, which were planted primarily on the park's ridges and hilltops, exaggerate the topographic relationship with meadows. The park's evergreen forest may be more the result of the high survival rates of pine, cypress, and eucalyptus than design intent but the result is a park landscape that is unique to San Francisco and its special climate. This San Francisco landscape sets Golden Gate Park apart from other large urban parks across the country. The visual characteristics should be recorded and understood to preserve the park's image.

Park Roads and Paths

The park's curving roads and paths were designed to provide changing vistas as visitors travel along them. They serve as important view corridors, and most of the roads are unchanged from their original layout. Changes to park roads should respect and preserve the curvilinear, sequential nature of the drives.

> *"Roads, pads and paths are required to facilitate driving, riding and walking, and thus, by affording ready avenues of communication, they open up the beauties and intricacies of the natural scenery, and promote the enjoyment of the rural elements of the place. ...they do contribute to the landscape effect, when their smooth and elastic surface promotes the enjoyment of locomotion, and when, by their gentle and graceful curve into the obscurity of the distance, they invite to continued research, and engender an interest in the view which they promise to present.*
>
> *"The charm of a drive or ride is greatly enhanced by smooth and elastic roads, but reaches its fullness when these roads lead through varied scenes of interest and ennobling influence, under favorable climatic conditions* [protected from winds]."
>
> William Hammond Hall,
> Second Biennial Report, 1872-73

Eastern Park/Western Park

William Hammond Hall's original design divided the park into two distinct parts, roughly east and west of Strawberry Hill. The eastern park was to be:

> *"a more finished park, with its tree plantations in smaller masses or groups, principally on the higher grounds, and its several notable valleys occupied by such special features as a*

picnic ground; a garden - including a conservatory and semi-tropical exhibit; a children's quarter - including a dairy-house and play grounds; a recreation ground for sports of older people; a lawn, with lake and water terrace; a manor house and grounds, with concourses for carriages and pedestrians; and an open air concert auditorium."

The western park was to be:

"simply treated as a woodland or forest, with all the hills and ridges more or less heavily timbered, and the valleys covered with lower-growing shrubs or field grasses."

Over the years, facilities have been added to the western park, but the character of the landscape has remained as more wooded, less refined parkland. This distinction should be maintained, with different landscape treatments for the eastern and western portions.

Rural Setting

One of the key principles of nineteenth century park design was to provide contrast and relief from the urban environment. This was done by creating rural, pastoral, or wilderness landscapes and screening the edges from views to adjacent urban areas. It is particularly important to maintain the rural character in the western park.

"the class of pleasing scenery most easily attained to some degree of perfection within the limits of a city park reservation, will partake strongly of a pastoral nature. The monotony which would inevitably result from a too close adherence to this character of treatment, being broken by passages strongly contrasting therewith - namely in the picturesque. A park therefore, though containing within itself the appurtenances necessary for the comfort and pleasure of great masses of people, as a whole, should be an agglomeration of hill and dale, meadow, lawn, wood and coppice presenting a series of sylvan and pastoral views, calculated to banish all thought of urban objects, and lead the imagination to picture space beyond as a continued succession of rural scenes and incidents."

William Hammond Hall,
Second Biennial Report, 1872-73

"The more important is that of obtaining the apparently natural outlines and growths constituting a park fit for occupation by a city's crowds, and suitable for the distinctly rural recreation of people, as a relief and counterpoise to the urban conditions of their ordinary circumstances of life."

Frederick Law Olmsted,
The Development of Golden Gate Park, 1886

Multistory Landscape

Much of the park landscape is characterized by a multistory or layered landscape with small shrubs and understory at the bottom, large shrubs and smaller trees as a middle layer, and tall canopy trees providing an overstory. In some areas of the park, one or more of the layers have been lost to age or lack of maintenance. A healthy multistory landscape is important to preserve the park's design character, particularly along the edges of meadows.

Microclimates

Much of the early planting was done to create warm, inviting spaces in what had been a cold, windswept landscape. By taking advantage of topography and with the planting of trees, sheltered spaces were successfully created. Trees and other plantings that shelter spaces from wind should be maintained, or replaced where they are lacking, to ensure that the spaces they shelter remain usable.

Vistas

The park design is essentially a sequence of changing vistas. Some vistas provide long distance views, while others provide shorter views of spaces that bend out of sight, suggesting continuation and enticing the visitor. With few exceptions, the vistas are internal and contained by a dense perimeter planting to shield the surrounding city from view. Some vistas have been lost as plantings mature. Where appropriate, historic vistas should be restored (such as the panoramic views from the top of Strawberry Hill).

Perimeter Planting

The planting around the perimeter of the park was designed to shield the visitors from views of the city, so their minds can remain free from the pressures of urban life. Some of the perimeter planting has been lost over the years and should be replaced. Perimeter planting in some areas has been removed for security reasons. New landscape treatments should be pursued in these areas (particularly the Haight Street entrance area).

Screen Planting
Most park buildings and maintenance facilities are partially screened from view by planting of dense screening vegetation. The purpose is to hide from view those objects that detract from the rural landscape. Some of the screen planting is in need of replacement.

Entry Planting
The landscape at park entries should provide an inviting setting for visitors. The level of the landscape treatment should reflect the status of the entry. Major entries should have more elaborate landscapes that may include turf, flowering plants, and accent trees. At important entries the perimeter landscape is opened to provide an inviting view into the park.

Lakes and Water Features
The park's naturalistic water features are an integral part of the picturesque landscape. The design intent was to make them appear as if they had always been a part of the landscape, rather than constructed. Several of the lakes were constructed by enlarging seasonal ponds. The lakes should be maintained with natural edges in well planted settings, and the water should remain as natural as possible.

> *"Water seems to have a fascination for everybody. People will stand or sit for hours watching its restlessness; or if in repose, they seem riveted in admiration of the truthful reflections its surface gives back. The rocks and trees and shrubs about the lakes will be constantly duplicated and landscapes more remote will be mirrored there. These attractions delight and fascinate and never weary."*
> Park Commissioner's Report, 1893

Flowering Plants
The park's landscape is intended to be primarily evergreen, except in special horticultural areas and gardens. Colorful flowering plants should be used carefully elsewhere in the park, particularly in the western park. It is preferable to use flowering plants in naturalistic masses of flowering shrubs and perennials, which are more in keeping with the park's naturalistic landscape, rather than seasonal color beds.

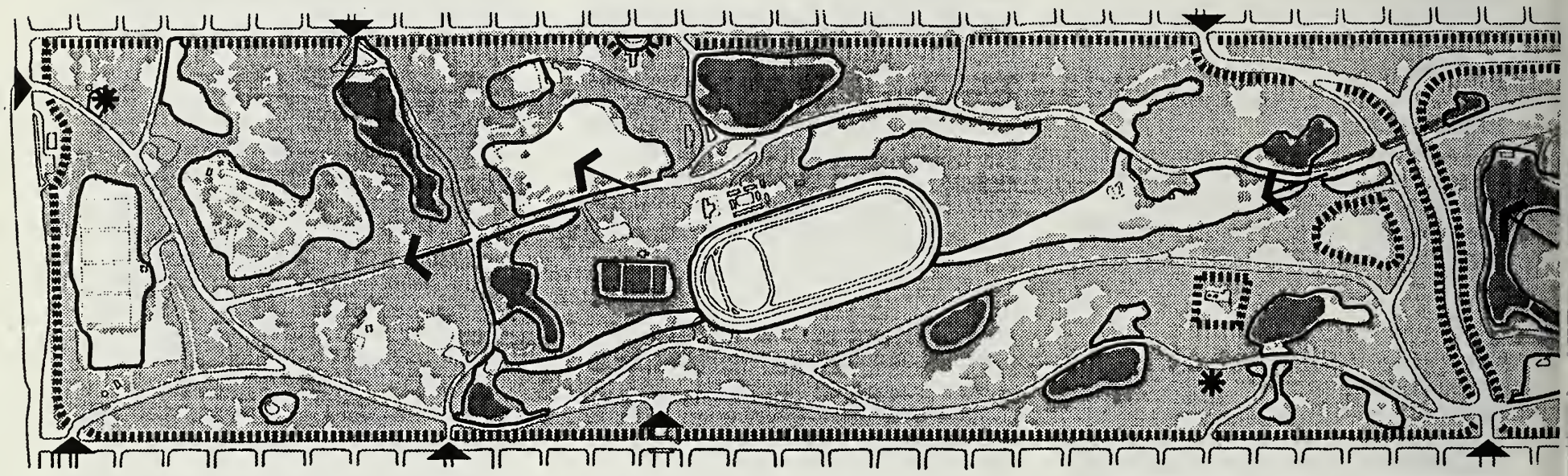
Signs
The basic design concept of the park is to create a rural, natural landscape. Signs are generally contrary to this goal and should be minimized wherever possible. Where signs are necessary, they should be designed and adapted to be appropriate for the park setting.

The Challenge Ahead
The biggest challenge in preserving the landscape of Golden Gate Park will occur in the next few years as the majority of the forest will be replanted, replacing the trees that have reached the end of their lifespans. Although the individual trees cannot be preserved indefinitely, the spaces and patterns that they create can be recorded and preserved. The other challenge to preserving the landscape is the cumulative effect of many small changes and maintenance practices that are contrary to the landscape design framework. The park staff's understanding of the park's landscape design framework, its elements and characteristics, and effective design and maintenance supervision, will ensure that the park's unique and historic landscape is preserved.

Maintenance Issues
Golden Gate Park's landscape is almost completely manmade, and as such has maintenance requirements that belie its naturalistic appearance. As maintenance resources are reduced, there is a tendency to concentrate maintenance in the most visible, high use, and intensively cultivated areas. As a result, other areas less visible have suffered. These include the perimeter landscape, the forest shrub layer, and interior forest trees. Maintenance-deficient areas should be identified, and steps taken to raise the funds needed to restore these areas and ensure adequate maintenance in the future.

Western Park Character
"It was designed that the six hundred or more acres of the reservation including and lying west of Strawberry Hill, and its connecting ridge, should be simply treated as a woodland or forest, with all the hills and ridges more or less heavily timbered, and the valleys covered with lower-growing shrubs or field grasses"

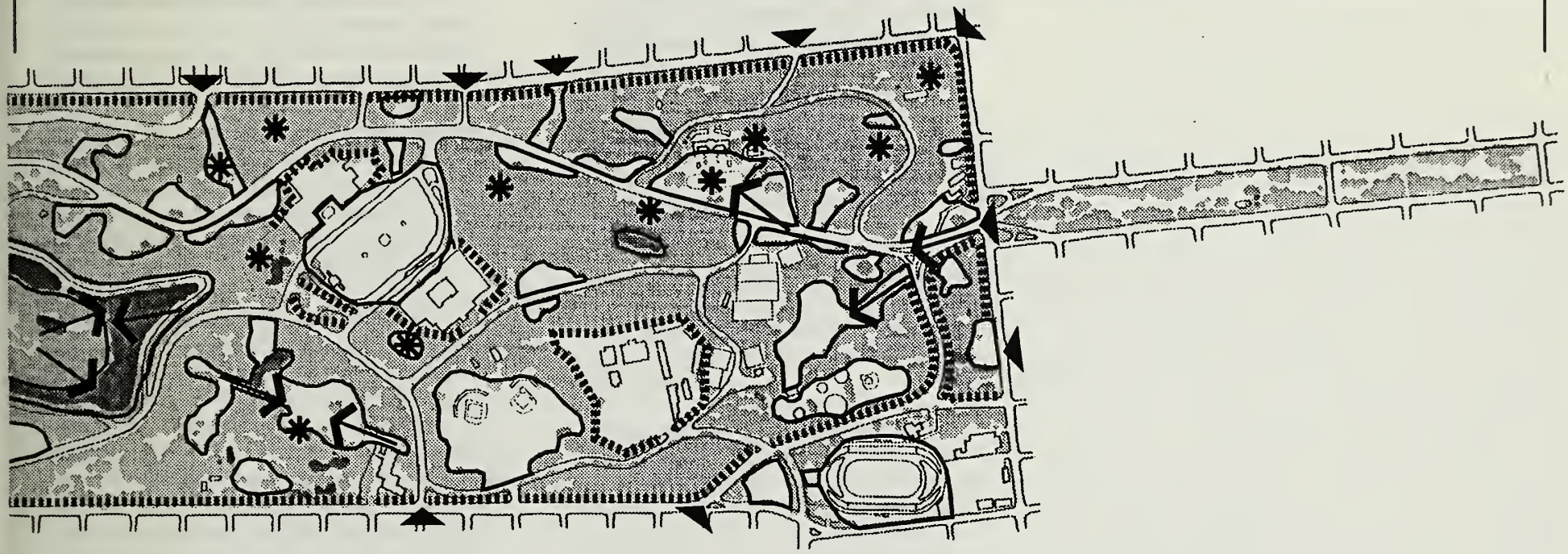
William Hammond Hall, *The Development of Golden Gate Park*, 1886



Eastern Park Character

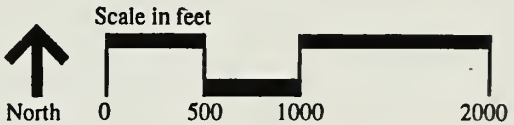
"...the four hundred or less acres east of the hill and ridge should be treated as a more finished park, with its tree plantations in smaller masses or groups, principally on the higher grounds, and its several notable valleys occupied by such special features as a picnic ground; a garden - including a conservatory and semi-tropical exhibit; a children's quarter - including a dairy-house and play grounds; a recreation ground for sports of older people; a lawn, with lake and water terrace; a manor house and grounds, with concourses for carriages and pedestrians; and an open air concert auditorium"

William Hammond Hall, *The Development of Golden Gate Park*, 1886



Legend

- Meadows and other important open spaces
- Forest areas
- Special horticultural areas
- Park perimeter and screen planting
- Major park entries
- Important vistas



Landscape Design Framework

Landscape Preservation

The overall landscape design of the park has evolved over the years. Its basis was the original plan by William Hammond Hall. John McLaren provided strong leadership in landscape design during his rein. In recent years there has been a lack of direction in the area of landscape design. There is no one person whose chief responsibility is to oversee the landscape design of the park. There are existing policies to guide landscape design, but the lack of landscape design professionals to provide direction concerning landscape design issues is resulting in subtle and gradual changes in parts of the park that are contrary to the existing policies.

Much of the park's design and structure is composed of dynamic living plants that change over time. Maintenance procedures, or lack of maintenance, can accelerate the gradual changes that destroy the historic design. Preserving the design and structure of the landscape must be a proactive process that recognizes its significance and the forces that alter it. The first step in preserving Golden Gate Park's historic landscape is to understand and document it. The landscape design framework provides a description of the landscape characteristics. Further research and documentation of the historic landscape should be undertaken through analysis of written records, park maps, and photographs (particularly the 1935 aerial photo to identify changes made in recent decades). The landscape design framework and the goals of preserving the historic landscape should be communicated to all park employees.

Recommendations

- Establish a position with expertise and training in park planning and landscape design with the responsibility and authority, in conference with the Superintendent of Parks and the Park Planning office, to review and approve all landscape and architectural designs, modifications, structures, features, as well as prepare landscape design plans, to ensure continuity of the park design and implementation of adopted policy.
- Park features should be accurately mapped on computer maps (CAD). This is particularly important in preserving the relationship of forest and meadow as the forest trees are replanted.
- Where appropriate, historic plantings that have been removed or altered should be identified and steps taken to restore historic designs. This should only be undertaken with definitive information on what previously existed. Rehabilitation of the historic landscape should follow the Guidelines for the Treatment of Historic Landscapes (draft, National Park Service).
- Historic buildings and features should be restored and maintained. Treatments of historic structures should follow the Secretary of the Interior's Standards for Historic Preservation Projects and the Guidelines for Rehabilitation of Historic Buildings. New construction should be appropriate for the historic park setting. New structures can be contemporary in design, but should be compatible with the historic character of the park's landscape.

1935 Aerial Photograph

This 1935 aerial photograph is the earliest complete record of the park landscape. The photo shows the original planting design as it existed 40 to 60 years after much of the park was planted. The photo will be a valuable resource as the park reforestation program will be replanting much of the forests in the next few years.

Forest Management

The forested areas of Golden Gate Park comprise one of the premier urban forests in the United States. This is all the more remarkable when one considers that it is a plantation in an area some experts said trees could not grow. One of the greatest challenges in preserving the park's landscape will occur over the next few years as the majority of these forests will be replanted, replacing trees that have reached the end of their lifespans. The park's forests are in a condition that requires more aggressive reforestation efforts to sustain the many values they provide. It is estimated that 30 to 40 percent of the forest will disappear in twenty years if reforestation is not pursued aggressively.

Efforts to regenerate the park's forest began in 1980. The goals of the reforestation program are to reverse the trend of forest decline in Golden Gate Park and to establish and maintain a multi-aged forest. It was recognized at that time that a comprehensive forest management program was needed to preserve the future of the Park and its trees. Because new trees had not been routinely planted to offset the uniform aging of the forest, almost all of the trees in the forested sections of the park are now between 85 and 115 years old. Overmature trees are susceptible to a variety of pests and diseases, windthrow, and potentially hazardous weakening defects. Today, forest management proceeds according to the adopted 1980 Forest Management Plan (FMP), which received environmental review (#EE80.69, 11/81). The implementation of the FMP has been hindered in recent years by redirection of park staff to other functions, as well as reductions in their numbers.

Condition of Golden Gate Park Forests

An assessment of the condition of the park's forest was made possible by inventories performed in 1979 and 1993. The following describes conditions of the park's forests based on these inventories.

Tree Mortality

Today there are 27,192 trees over six inches in diameter and greater than 20 feet in height in the forest. Over 6,150 trees were lost between 1980 and 1993 — a mortality rate of 18.5 percent over 13 years (Table 1). Forest composition in 1980 was 22 percent Monterey pine, 25 percent Monterey cypress, 18 percent eucalyptus, and 35 percent other species. Today Monterey pine comprises only 17 percent of all trees, Monterey cypress 24 percent, and eucalyptus has increased to 20 percent. The lifespan of the majority of Monterey pines in the forest has been exceeded and the species will continue to yield its position of prominence to longer-lived species.

The other minor species show significant losses, especially understory hardwoods and gateway plantings such as acacias, pittosporum, and elms. The landscape screens and perimeter plantings —walls of shrubs and tree canopies designed to screen facilities in the park and give visitors relief from the surrounding urban environment — exhibit innumerable gaps within them.

Table 1: Forest Composition in Golden Gate Park, 1980 - 1993

	1980	1993	Percent Change
FOREST COMPOSITION			
Monterey Pine	22% (7,370)	17% (4,722)	-5
Monterey Cypress	25% (8,222)	24% (6,650)	-1
Eucalyptus	18% (6,136)	20% (5,386)	2
Other	35% (11,614)	39% (10,537)	4
TREES (Total)*	33,342	27,192	-18.5

* Includes only trees larger than 6" diameter trunks

Trees lost between 1980 and 1993:	6,150
Trees planted between 1980 and 1993:	12,000

Condition
Approximately 23 percent of the trees inventoried are in good or excellent condition. This is a marked decline from the 41 percent that was measured in the 1980 inventory and represents the expected trend for an Overmature forest. Consistent with this trend is the finding that 14 percent of the forest trees are in poor condition, a slight increase (two percent) over 1980. It is apparent from these data that proportionally more trees are now in fair condition. The number of dying and dead trees has been reduced dramatically from 1,670 trees in 1980, to 400 in 1993. This change is likely a result of increased park forest maintenance targeting potentially hazardous trees started over a decade ago.

Tree condition directly relates to the potential for a tree to cause damage to the public and to property, since condition characterizes the structural integrity of the tree. The program to reduce potential hazards associated with structurally weakened trees has been successful in reducing immediate tree hazards, but the number of trees in potentially hazardous conditions has increased.

Reforestation
Reforestation efforts have prevented serious forest decline since 1980. From 1980 to 1993, 12,000 new trees were planted. Planting continues today at a rate of approximately 1,000 trees per year. The reforestation program, however, has not entirely reversed the trend of forest decline. Most of the effort thus far has targeted the western part of the park where the windbreak is in need of immediate replanting. Reforestation has been more limited in other areas of the park. The primary constraint on reforestation has been the lack of personnel to implement it. Potential sites have been restricted also by a desire to avoid the visual disturbance caused by reforestation in areas of more intense use by park visitors.

The number of young trees in areas where reforestation has occurred has greatly increased and most of these trees are in good to excellent condition — a reversal of conditions observed in 1979. The reforestation program is operating at a 50-year replacement cycle, instead of the originally intended 25- to 30-year cycle outlined in the 1980 FMP. The inventory data confirm that reforestation should continue to be concentrated in the west end of the park, but that it is also needed in the other forest areas.

Wood Waste Recycling
Reforestation activities, as well as other vegetation management work, generate large quantities of wood waste. All wood waste (approximately 28,000 cu. ft. annually) is now recycled, with most of it used as mulch within the park. Some brush is removed off site and reprocessed as fuel. The efficiency of the recycling process is hindered by limited staff and equipment. The Department's chipping machines are costly to maintain and easily damaged by some types of brush. Logs are chipped by a contractor when there is a sufficient quantity to be cost effective. The infrequent chipping of logs has resulted in increased log storage needs. Acquisition of a new drum-type grinder could solve the brush chipping and log storage problems.

Recommendations

Park forests continue to decline through the natural aging process. Most of the larger trees will be lost in the next few decades. The park landscape will change during this period, but increased reforestation efforts will mitigate the loss of older trees with the planting of new ones. The ongoing long-term reforestation program is necessary to establish a multi-aged forest. Resources available to date have only succeeded in slowing the decline of the park's even-aged forest. Native vegetation, including oak woodlands, is not regenerating at sustainable levels. Additional staff are required to implement the 1980 FMP and its Addendum (in preparation). Management of waste wood, currently burdened with inefficiencies, can be improved through increased recycling and the potential development of a fuel source for cogeneration facilities.

The park forests are a collection of areas designated for functional, aesthetic, and special uses (e.g., golf course), each possessing unique requirements for forest treatments. These areas must be clearly delineated and their forest functions preserved based on the historical intent of the design which the Master Plan seeks to preserve. Forest functions are ecological and aesthetic and include:

- Windbreaks - ensure conditions suited to forest growth; create microclimates conducive to users' activities in meadows, playing fields, and around lakes.
- Habitat - multistory landscape provides diversity of habitat, canopy cover, understory cover, and food source.

- Screening - perimeter planting, screening of buildings and maintenance facilities.

- Aesthetic - framing of vistas, defining open spaces, accentuating topographic relief of the park landscape, and providing color and visual accents.

The following recommendations are viewed as essential for preserving Golden Gate Park's forests:

- Extend reforestation to all parts of the park. Provide the public with information about the reforestation process through signs at reforestation sites and an informational brochure.

- Structurally weak trees that pose a significant risk to the public and to property need to be identified, monitored and removed as part of an ongoing safety program.

- Preserve eucalyptus forest, historically part of the park's design, but contain within designated areas.

- Preserve remnant native plants, predominantly oaks, in designated oak preserves that are managed to perpetuate the oaks and other oak woodland related species, and at other locations.

- Reforestation areas should generally replace the previous trees in kind, using a range of similar species. Historical data, such as the 1935 aerial photographs, should be referred to for planning of replacement plantings.

- Individual large trees should be replaced in kind with similar species. Specimen sized trees should be used where feasible.

- Reforest high use and high visibility areas in the eastern park with larger trees, rather than seedlings. Trees can be culled from reforestation sites using a tree spade.

- Increase the efficiency of wood and brush recycling within the park, and reduce storage needs. Acquiring and staffing new equipment for this purpose should have a high priority.

- The dedicated tree program should be used as a means of replacing specimen trees. Dedicated trees must conform to the existing landscape setting and should not be planted where they intrude on open meadow or lawn areas. This can be best accomplished by replacing specimen trees in kind.

Best management practices tailored to each function will be described in the Addendum to the 1980 FMP.

Shrubs and Ground Covers

The multilayered landscape of trees, shrubs, and ground covers is one of the primary characteristics of the park. The shrubs play an important role in screening the park along the perimeter landscape, and in screening facilities within the park. The aging shrub layer has suffered in recent years, losing its form and becoming less dense. Unlike the reforestation program for the trees, there has been no systematic replacement of shrubs. Shrubs are planted occasionally, but there is no systematic replacement program, particularly for more remote locations and along the park's perimeter.

The planting of the shrub layer was based on its relationship to the forest canopy and light levels. As the forest changes, the shrubs have changed also. Some areas receive less light now due to a denser forest canopy, resulting in a diminished shrub layer. Other shrubs, such as the rhododendrons, are dependent upon forest shade, and have suffered due to the loss of trees. Reforestation will continue to change light levels around the park.

Recommendations

- Establish a systematic restoration program for the shrub layer similar to the reforestation program.
- Shrubs should be selected for proper light levels within the forest.
- As maturing reforestation sites are thinned of trees, shrubs should be planted that are appropriate to replace the smaller trees being removed.

Meadows and Turf Areas

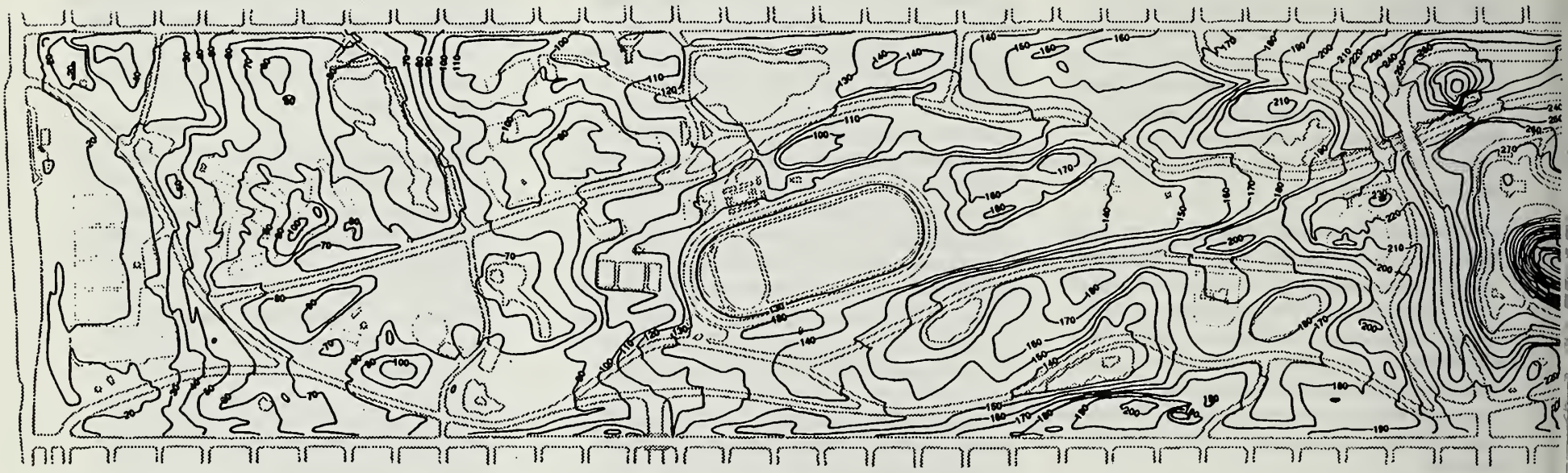
The park's open spaces are composed primarily of its meadows and turf areas. These are important elements of the landscape both visually, as the primary characteristic of pastoral landscapes, and functionally, as they support many of the park activities. They are generally tough and able to handle these activities, but there are limits and they do require considerable maintenance, especially when under heavy use.

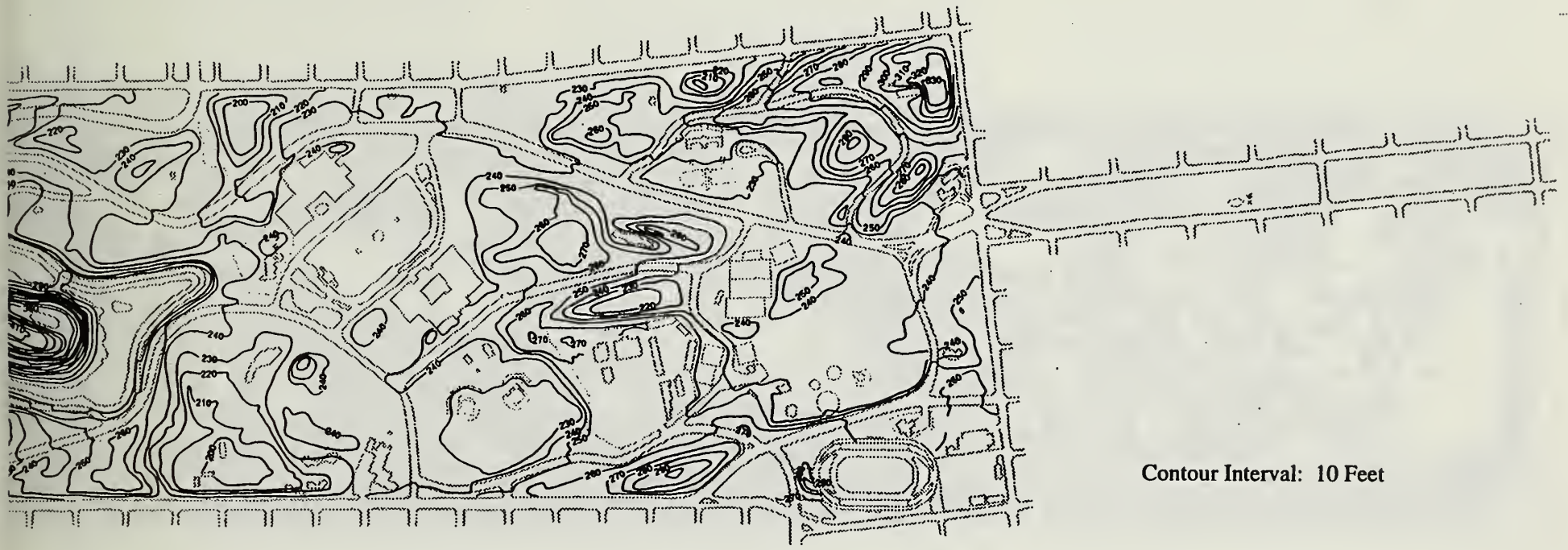
Athletic fields take the hardest regular use. Turf is difficult to maintain in areas of concentrated activity. Most fields are closed for occasional maintenance periods and after heavy rains. Some meadows and fields such as Sharon Meadow and the Polo Field have become popular sites for special events that draw large crowds, structures, and equipment. The impacts of these events may damage the areas beyond the point that regular maintenance can repair.

Small turf areas are labor intensive, but their value to the park's design is important. Turf strips between paths and roadways are an example of these small turf areas. They serve an important function, separating pedestrians from vehicles with an attractive landscape element that is appropriate for the park setting. To reduce maintenance, these have been removed in some areas and replaced with asphalt or other materials.

Recommendations

- The use of meadows and fields for large events should continue to be evaluated through regular review of the Permit and Reservation Policy. Potential uses should be judged in relation to impacts and the ability to maintain the meadows. Events should be monitored and use restrictions enforced to prevent damage.
- Enforce athletic field closures to facilitate proper maintenance and to prevent damage following heavy rains. Coordinate field maintenance schedules with field use permit schedules.
- Where feasible, continue to shift field locations to even wear, and to permit rotation of fields for maintenance periods.
- Any changes in turf areas should be reviewed to assess the impact on the park's overall landscape design.
- Where feasible, maintain turf borders between paths and roadways. Borders should be designed to be at least 36" wide. Where space permits, borders should be as wide as possible.





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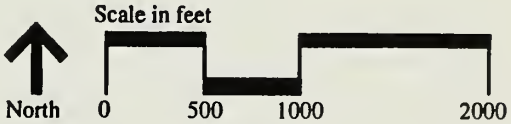
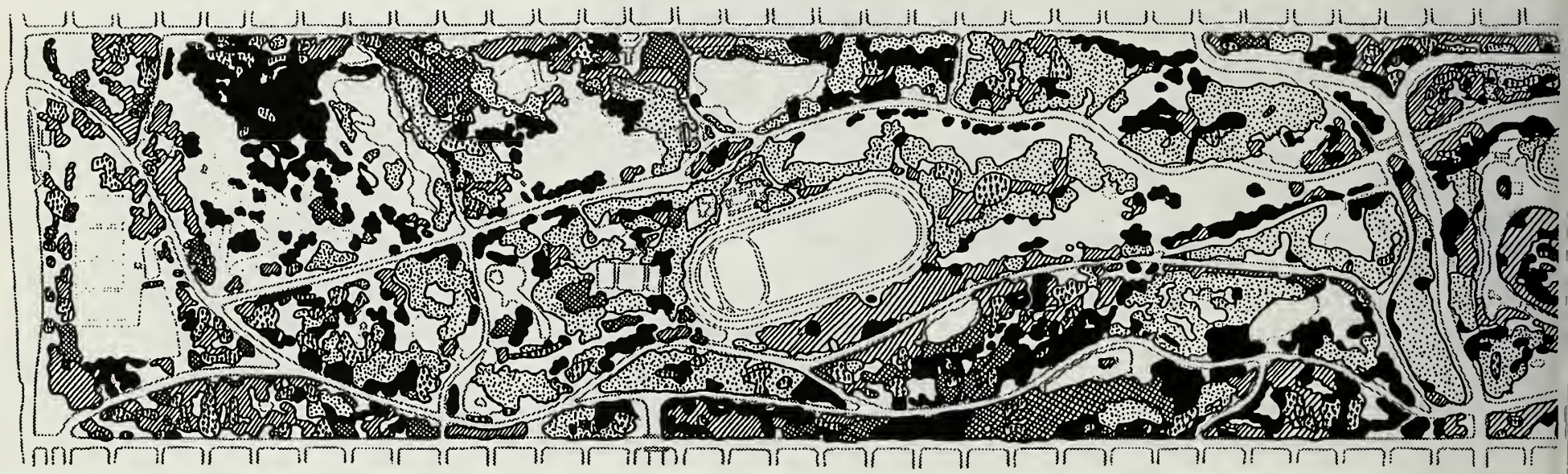
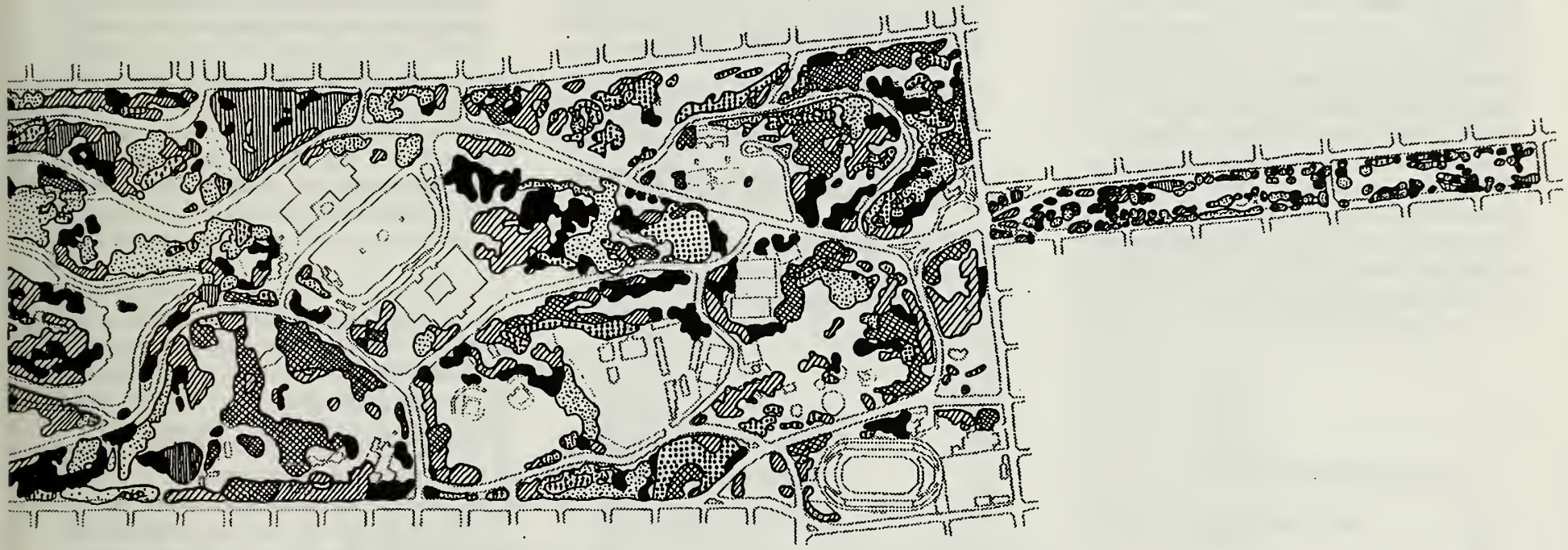


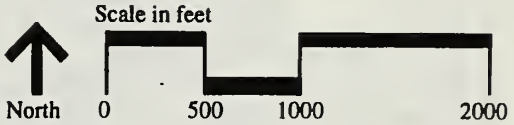
Topography





Legend

- Pine
- Cypress
- Eucalyptus
- Mixed (predominantly pine/cypress)
- Redwood
- Oak
- Reforestation plots



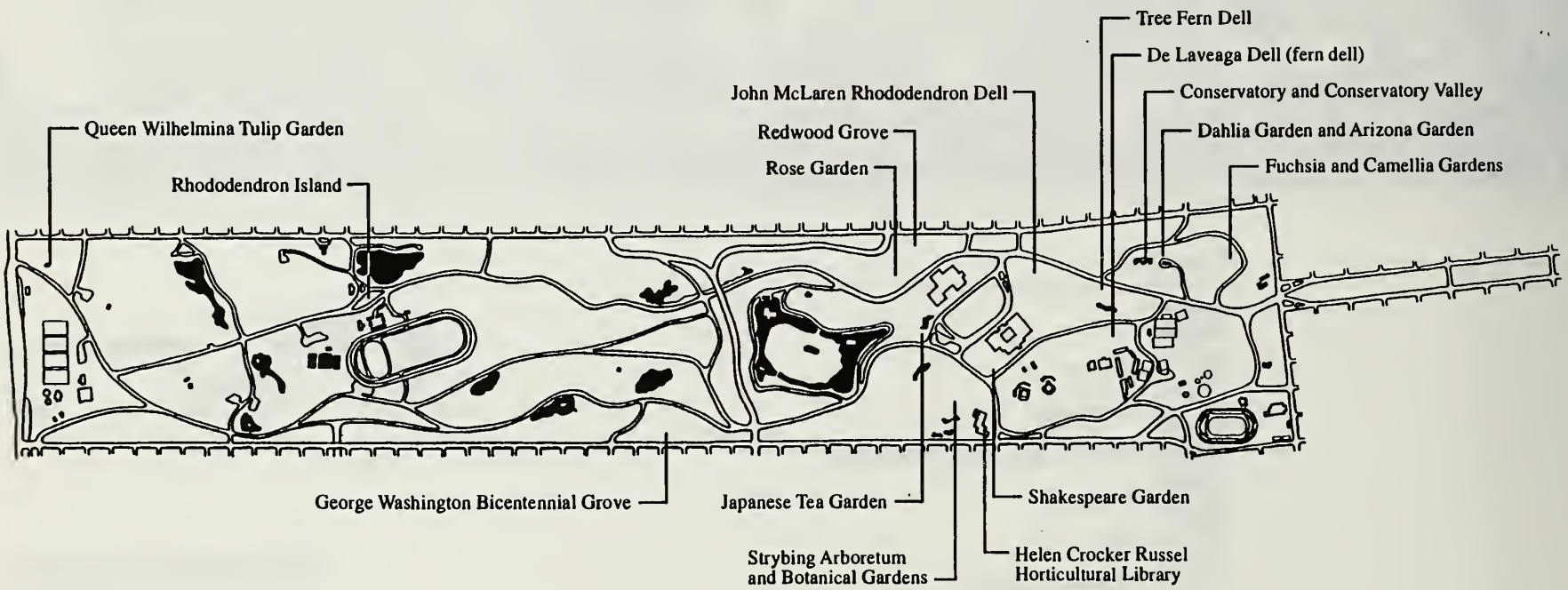
Forest Canopy

Horticultural Attractions

Some of the park's primary attractions are the horticultural displays such as Conservatory Valley, the rhododendron dell, the rose garden, the tulip garden, the tree ferns, the Shakespeare Garden, and several other displays. Foremost of the park's horticultural attractions is the Strybing Arboretum and Botanical Gardens, which contain significant botanical collections from around the world. These areas require and receive intensive maintenance and resources. Many of the horticultural attractions are reliant on the forest trees for creating the microclimates that make these features possible.

Recommendations

- Balance the maintenance needs of horticultural attractions with other park areas.
- Carefully assess the impacts of reclaimed water on special horticultural areas. Where feasible, enable the option of using only well water in certain areas, or the ability to dilute reclaimed water with well water.
- Effective reforestation is needed to preserve the climate-altering qualities of park trees in and near horticultural areas.
- Upgrade irrigation systems in horticultural areas with systems that can water turf, shrubs, and trees separately.



Lakes and Water Features

The lakes in Golden Gate Park are among the scenic highlights of the park landscape. Like much of the park's landscape, these manmade features were created to be appear naturalistic (with the exception of Spreckels Lake), fitting into the park landscape as if they had always been there. The lakes serve a number of functions in addition to their visual qualities such as wildlife habitat and recreation. There are several primary problems with the lakes: integrity of lake liners, lake edge deterioration, poor water quality, and significant accumulation of bottom sediment.

Lake Liners

The lakes were constructed with clay-lined bottoms to hold the water and to permit naturalistic edges. The sandy soil beneath the lakes is highly permeable, so the integrity of the clay liner is critical. Several of the lakes have significant leaks resulting from deterioration of the clay liners over the last 80 to 100 years. The amount of water loss has been measured at approximately 560,000 gallons per day. The lost water recharges the aquifer under the park, which supplies the park's wells.

Lake Edges

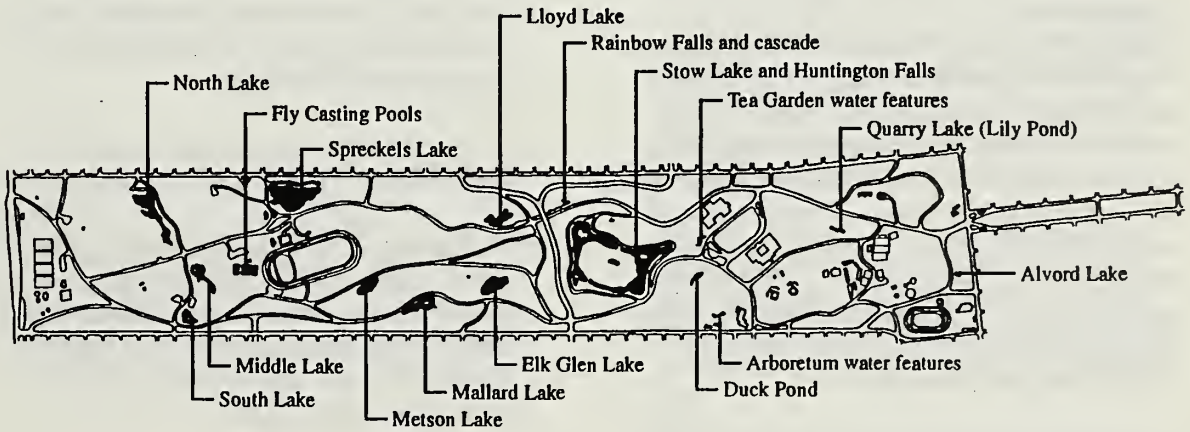
There are three primary types of lake edge conditions in the park, including natural soil edges, rock/boulder edges, and concrete edges. Some lakes have one edge condition around the entire perimeter, while other lakes have a combination of edge treatments. The most common edge condition on the park's lakes is a naturalistic soil edge. When well maintained, the soil edge supports marsh and riparian plants that hold the soil and provide wildlife habitat. Stabilization of natural soil edges is dependent upon maintaining healthy plant growth along lake edges. Lake edge erosion at natural soil edges is caused by several factors, including varying water levels, wind generated waves, steep bank conditions, ducks, and human activity. The rock/boulder edges provide a hardened edge while still maintaining a naturalistic appearance. The concrete edges also provide a stabilized edge; however repairs, when needed, can be more extensive.

Water Quality

The water quality of the lakes varies depending on their water source. Stow Lake, Elk Glen, and South Lake have regular water supplies that

Golden Gate Park Lakes:

Lake	Size	Constructed	Character/function
Stow Lake	12.7 acres	1893	naturalistic, boating, reflecting
Spreckels Lake	5.9	1902	model boating
North Lake	3.8	1898	naturalistic, most "wild" of park lakes
Elk Glen Lake	1.8	1935	naturalistic, water system reservoir, reflecting
Fly casting pools	1.5	1936	fly casting
Lloyd Lake	1.4	1892	naturalistic, reflecting
Mallard Lake	1.4	1909	naturalistic, reflecting
Middle Lake	1.3	1898	naturalistic, reflecting
South Lake	1.1	1898	naturalistic, reflecting
Metson Lake	1.0	1906	naturalistic, reflecting
Lily Pond	.5	1902	naturalistic, reflecting
Arboretum ponds	.5		naturalistic, reflecting
Alvord Lake	.2	1882	naturalistic, reflecting
Rainbow Falls bowl	.2	1930	naturalistic, reflecting



cycle water through the lakes. Mallard, Metson, and North Lakes have the least flow, and the poorest water quality. The shallow lake depths, made worse by bottom sediment, result in warmer water and eutrophication. Eutrophic lakes have reduced oxygen levels which increase algae growth and reduce conditions that are conducive for fish and other organisms.

Bottom Sediments

Erosion and siltation have resulted in sediment collecting in the lake bottoms, reducing depths. The sediments contain organic debris, soil, litter, and other deposits, and range in thickness from a few inches to over two feet. The shallow water depths result in poor water quality and the choking growth of vegetation and algae. When the water level of Stow Lake is low, some parts of the lake are too shallow for boating. Preliminary testing of the sediments found that they do not contain any unsafe concentrations of hazardous materials.

Waterfalls

There are two major waterfalls: Huntington Falls at Stow Lake was reconstructed in 1984 and is in good condition; and Rainbow Fall on Prayer Book Hill, which may have some structural problems from undermining of soil beneath the concrete-rock structure. There are several small waterfalls, some of which are abandoned, that feed several of the lakes. A waterfall and cascade in the De Laveaga Dell has also been abandoned, as well as a channel connecting Metson Lake and South Lake.

For additional information on lakes, see the Golden Gate Park lake evaluation report.

Lake Restoration

Restoration of park lakes will be performed under work funded by the 1992 Golden Gate Park Infrastructure Bond.

- Some of the lakes will be reconstructed with new liners and edge treatments. Liners and edge treatments will preserve the historic design context of the lakes. Reconstruction will preserve features which are irreplaceable and are in serviceable condition. Each lake is unique, and a separate restoration plan will be prepared for each lake. Wildlife habitat, circulation, and other park issues will be considered in developing lake restoration plans.

- A natural clay lake bottom is the preferred liner material.

- Some water loss should be tolerated to retain naturalistic edges.

- Lake edge treatments in naturalistic lakes will permit the growth of vegetation and improve wildlife habitat.

- Where feasible, edge designs will permit disabled access to lakes at key points.

- The lakes will be tied together with a well water supply system that improves water quality by maximizing water flow-through and water turnover. Locations of water inlets and outlets should result in flow through all parts of lakes.

- Lake levels will be controlled automatically to minimize variations in levels.

- Sediment will be removed from some lakes with excessive accumulations. Erosion and runoff should be controlled around lakes to minimize future deposits. Drainage pipes that flow into lakes will be intercepted and runoff diverted into the storm drainage system. If suitable, sediment may be used as soil amendment in other areas of the park.

- Drainage from roadways into lakes will be minimized.

- A lake management program will be established to develop regular lake maintenance procedures. Lake redesign will facilitate efficient maintenance of lakes.

- Rainbow Falls should be examined for structural integrity. If reconstruction is necessary, the historic design of the falls should be retained and reproduced.

- Wildlife habitat values should be improved at all lakes, within the context of existing lake function and character.

- Reconstruction of lakes and water features will minimize disturbance to park activities and impacts on wildlife and the surrounding park landscape.

Erosion Control

The creation of the soil that covers Golden Gate Park and supports the trees and other plants was the largest task in the construction of the park. Topsoil from various excavations around San Francisco was carted in, wagonload by wagonload, and mixed with manure from street sweepings. A thin mantle of nourishing soil was placed on top of the sand to promote the growth of the plants.

Today the park's topsoil remains a fragile, thin layer that is subject to erosion if the bond of soil-holding plants is broken. The erosion in the park is generally a spot problem, caused by overuse that has resulted in loss of ground cover and bare soil. The problem is accelerated when it occurs on a slope.

Erosion problems were surveyed by the Department of Public Works in late 1993. With the help of Golden Gate Park section supervisors, approximately thirty areas of spot erosion (with problems ranging from minor to severe) have been identified in the park. Over half of these eroded areas are caused by foot and/or off-trail bicycle traffic in locations that are not designated as part of the park circulation system. These areas of erosion are exacerbated by water runoff. Several areas with severe tree root exposure have been caused primarily by water runoff. Strawberry Hill, with its steep slopes and sandy soil, has a significant amount of spot erosion, caused by a combination of foot/bike traffic and water runoff. The remainder of spot erosion areas occur at existing service roads and wooded stairways around the park.

The survey resulted in an Erosion Control Plan that gives a prescription for correcting each of erosion areas. Erosion problems will be addressed through the 1992 Golden Gate Park infrastructure bond work.

Erosion Control Techniques

- **Selective Canopy Thinning:** Depending on the location, selective thinning of the canopy vegetation may be required to provide more light for revegetation. Tree canopy work will be performed prior to other erosion control work being done.
- **Irrigation:** Lack of irrigation to support vegetation has contributed to some of the erosion problems. Irrigation lines will be brought to many of the areas where revegetation will be done.
- **Slope Stabilization:** Wattling is recommended to help stabilize slopes in eroded areas. Wattling is typically composed of branches and limbs 4" to 8" in diameter, mounded 18" to 24" high, and arranged perpendicular to the slope.
- **Regrading:** Some areas will require regrading to divert water and prevent further erosion.
- **Fencing:** Fencing will be used selectively in sensitive areas. Its purpose is to direct or restrict pedestrian and bicycle traffic away from areas where restoration work or plant re-establishment is underway. Fencing will generally remain until the plant establishment period is complete. In some areas, fencing, railings, or other barriers may be needed permanently to direct traffic.
- **Signs:** Informational signs describing the work being conducted will be installed at areas undergoing erosion control measures. Signs will also be used to educate park users where certain activities are damaging to the park.

Erosion Areas

Source: GGP Erosion Control Plan, Department of Public Works

Erosion Control Recommendations

- **Spot erosion in areas that are not part of the park's circulation system:**
  These off-trail erosion areas will be addressed by removal or thinning of existing vegetation (to promote new growth), stabilization practices, and planting. Efforts will be made to eliminate travel in the effected areas through the use of planting, barriers, and selective fencing.

- **Eroded service roads, pathways, and wooden stairways:**
  Roads and pathways will be rebuilt and regraded to divert water runoff. Stairways will be removed or rebuilt after careful consideration of appropriate location and material. Slopes adjacent to the stairways will be stabilized and replanted.

- **Areas to be coordinated with the reforestation plan for the park:**
  Erosion control recommendations and implementation for certain areas such as Strawberry Hill will be coordinated with reforestation efforts.

Wildlife Habitat

As the surrounding land has developed, Golden Gate Park's value to wildlife has grown in importance. The park's forests, meadows, and lakes provide food, nesting sites, and cover for many animals, particularly resident and migrating birds. Overall availability of habitat in the park has decreased in recent years and some species of wildlife are less frequently sighted. Many factors combine to create this condition: reduced amount of shrub and understory vegetation, reduced water quantity, loss of aquatic plants, as well as direct pressures on wildlife, such as possible predation by, and competition with, domestic and feral animals released in the park.

Balancing the often conflicting objectives of improving conditions for wildlife and encouraging public use of the park will continue to be a challenge. The park's designers, however, made the challenge less formidable by dividing the park into two distinct parts, roughly east and west of Strawberry Hill. Preserving the historic naturalistic design of the park, including this division — a principal goal of the Master Plan — will also preserve habitat value for wildlife.

The eastern park is more actively used, while the western part is more naturalistic and densely wooded. Maintaining this distinction goes a long way toward maintaining wildlife habitat in the park. Beyond this critical feature of the original design, other special areas within the park are the focus of wildlife management. These include the Chain of Lakes, as well as other lakes, the oak woodland preserves, and the arboretum area — principal areas of the park where large numbers of visitors can experience wildlife.

The greatest diversity of wildlife, and the wildlife of greatest interest to the public, is found in the park's avian creatures. Birds, both resident and migrant, have numerous habitat requirements which the park has provided over the years but which have declined in quality recently. The disappearance of California quail from the park in recent years is an example of what ill-fate may come to other avian and non-avian species if careful management of habitat is not pursued. Inventories of non-avian wildlife have not been systematically performed, and less is known about the dynamics of this component of park wildlife.

Habitat Condition in Golden Gate Park

Food, Water, and Cover

The needs of wildlife are best served by habitat diversity, or a mosaic of small areas of one type of habitat that serves part of a species' needs adjacent to another type of habitat serving other requirements. This mosaic must provide food, water, and cover.

Golden Gate Park forests support a diverse selection of food-providing plants. Live oaks and pines, distributed throughout the forest, provide both browse and mast (a compound of edible material found on the forest floor). The shrubs that exist in the understory also provide browse and fruit. Ground cover is a bountiful source of insects, which in turn supply birds and animals with food. Eucalyptus trees provide nectar during winter and are thus an important seasonal source of food. Many species of native plants are also excellent sources of winter food. Native plants are not regenerating at sustainable levels, however, largely due to invasive species out-competing them.

The best sources of water for wildlife are constructed lakes, streams, dew, and succulent vegetation. Water quality in some of the park's lakes is impaired by the eutrophic condition evidenced by dense, invasive vegetation at shorelines. Seepage is also a problem at some lakes, resulting in occasional shortages of water for wildlife.

Forest cover quality in the park is fairly diverse yet limited in quantity. Forest fragmentation, occurring mostly in the eastern part, and understory decline are the principal problems for this feature of wildlife habitat. The pine forest structure varies from area to area, providing a desirable mosaic of canopy densities in the western part of the park. Pine snags and fallen trees provide cover as well. Shrub thickets are being trimmed in places to deter homeless encampments, reducing this critical source of cover.

Domestic and Feral Animals

Domestic and feral animals intentionally and unintentionally released into the park compete with wildlife for food, water, and cover, and at times prey upon wildlife. The humane treatment of all animals will be an essential part of any effort to address the domestic animal problem

which already exists. Emphasis should be placed on preventing an increase in the feral animal population by improved enforcement of existing regulations.

Recommendations

The original design of Golden Gate Park which the Master Plan seeks to preserve is well suited to the continuous and abundant presence of wildlife. Park habitat is diverse and extremely valuable to wildlife as a relief from the highly urbanized surroundings. The principal elements of habitat, food, water, and cover are in a state of moderate decline resulting from direct and indirect pressures of heavy public use of the park.

Wildlife will benefit from an approach that improves each element of habitat. The following are the principal recommendations for Golden Gate Park wildlife which would greatly improve habitat and likely result in a more stable wildlife population:

- Employ a resource management approach to wildlife in Golden Gate Park
- Encourage a multi-age, structurally diverse forest, with variation in height and density. Forest and vegetation diversity provide the basis for diverse wildlife.
- Preserve the woodland/meadow edge zone for the resources it provides wildlife, especially resident birds and southbound migrants.
- Leave ground cover intact to provide protective cover for wildlife, except perhaps in areas where unwanted weeds may be removed in favor of a desired or native species.
- Leave snags, dead trees and branches standing as long as possible, unless they present a danger to people or structures.
- Control domestic animals released into the park through strict enforcement of leash requirements. Establish humane strategies to reduce existing populations of feral animals.
- Prohibit feeding of pigeons in the park.
- Post signs and distribute information explaining why the public should not feed animals, and the consequences of and penalties for doing so.
- Conduct systematic inventories of avian and nonavian wildlife to improve knowledge of wildlife dynamics and aid in preserving an abundant and diverse population of wildlife.
- Limit human disturbance. Keep the park relatively free of refuse and encourage visitors in the forest to use designated pathways.
- Remove and discourage invasive aquatic and terrestrial weeds. The planting of California native shrubs and trees will increase both the number and diversity of desirable animal species.
- Maintain water features in the landscape in a manner which supports wildlife dependent on water related ecosystems.
- Increase interpretive programs that focus on nature and wildlife with guided walks conducted by volunteers, exhibits at proposed visitor centers, and self-guiding interpretive trails (using brochure guide maps rather than signs).
- Designate important habitat areas in Golden Gate Park and manage these areas for habitat values as a priority use. Likely areas to include are Chain of Lakes, Mallard Lake, Elk Glen Lake, oak woodland preserves, and selected forest areas.

Main Drive (JFK Drive) at Bowling Green Drive

Circulation

Circulation Plan

The Circulation Plan proposes actions to implement Objective III — Park Circulation of the Golden Gate Park Master Plan. The plan has gone through a process of issue identification, policy development and definition of potential actions to implement the policies. The plan development effort included the participation of a transportation task force which provided a sounding board for plan proposals, public comment at several workshops, as well as the ideas of city staff from several departments and consultants. This circulation element is an update of the adopted 1985 Golden Gate Park Transportation Management Plan (environmental review #85.80E, June 7, 1985, Recreation and Park Commission Resolution #14048, July 18, 1985).

Circulation planning for Golden Gate Park has to balance conflicting needs and desires. The main forum for addressing these conflicts was the task force meetings. The meetings were structured around presentations of themes by staff and consultants, and discussion by task force members. Further comment on the direction of the Master Plan was provided at public workshops. The general public, including task force members, also had the opportunity to provide opinions through letters to staff and consultants.

The plan development process first focused on gaining consensus on objectives and policies. Once these were agreed on, specific actions to implement the policies were proposed and analyzed.

Policy Development

In the policy development phase of the update, policies were reviewed first by the task force then again at public meetings. Draft objectives and policies were also discussed at public meetings. These objectives and policies formed the basis for defining particular actions to implement the policies.

The circulation objective provides the broad concept for the circulation polices. Its primary goal is to:

"create and maintain a system of recreational pathways, trails, and roadways where the order of priority should be to accommodate pedestrians, bicycles, and vehicles for the purpose of enjoying the park."

The policies provide more detailed ideas about each circulation component. Among the goals of the policies are the following:

- minimize the impact of motor vehicles on the park experience, and
- insure access to all, especially the mobility impaired, senior citizens, and families with children.
- address the need for access of all travel modes in the park, with priorities placed in the following order: 1) pedestrians, 2) bicycles, and 3) motor vehicles.

Study of Potential Actions

Potential actions were identified through suggestions of the general public, the task force members, City staff, and the consultant team. The 1985 Transportation Management Plan also contained a variety of actions that had not yet been completed.

To ease the screening of potential actions, they were divided into categories, addressing:

- through traffic
- access and parking
- closures of roads to motor vehicles
- bicycle, pedestrian, and transit access

Proposed actions were evaluated by the consultant team, and presented to the task force for discussion. As a result of the discussions, several potential actions were removed from further consideration. The remainder were left for further evaluation. A comprehensive list of suggested actions that were developed during the planning process, along with the status of the actions in this plan, is available in a support document titled *Golden Gate Park Circulation Plan*.

The Circulation Action Plan

The circulation action plan was developed through a joint effort of staff members from the Department of Recreation and Park, Department of Parking and Traffic, and Department of City Planning, the consultant team, the transportation task force, and through community meetings. It represents the best judgment of this group regarding how to address the collective direction received at the numerous task force meetings and workshops, as well as the technical feasibility of potential changes. The circulation plan identifies recommended improvements to implement the policies for pedestrian, bicycle, and vehicle circulation. The draft plan seeks to implement the circulation Objectives and Policies, and strives to achieve balance between the following goals:

- to reduce the impacts of motor vehicles, particularly those that are using the park as an east-west through route or for parking only,
- to improve access by people coming to the park for recreational purposes, and to improve access by modes such as pedestrians, bicycles, and transit,
- to improve accessibility to park features for all, including seniors, persons with disabilities, and families with young children.

The Circulation Action Plan contains three maps: Major Roadway Modifications (Figure 5-1a); Other Actions (Figure 5-1b); and the Bicycle Circulation Plan (Figure 5-1c). These maps identify actions that are recommended for implementation in the near future. These actions are a part of the Master Plan and will undergo environmental review. The map entitled Ideas for Future Consideration (Figure 5-2) identifies actions that may be feasible in the future and require further study. These actions are ideas to carry forward, but are not officially included in the Master Plan, and will undergo environmental review at a future time if and when they are recommended for implementation. Following is a summary of the major actions. A complete listing of proposed actions is shown on Figures 5-1a, 5-1b, and 5-1c.

Roadway Closures

Policy IIIF of the Objectives and Policies calls for the closure of park roadways that are not required for access to park facilities and are not part of the designated throughway system. Roadways that are closed to motor vehicles will remain open for pedestrian and bicycle circulation. Where appropriate, asphalt may be removed to narrow roadways. There are approximately 15 miles of existing roadways. The proposed road closures comprise about 1 mile in length, leaving 94% of the existing roads open. The existing and proposed roadway systems are shown on Figure 5-3. The following roadways within Golden Gate Park are proposed for closure to motor vehicles:

- Conservatory Drive East
- Waller Street
- a portion of Arguello Street (south)
- the 7th Avenue entrance from Lincoln Way
- a portion of Middle Drive West (between Overlook Drive and Metson Lake)
- the 30th Avenue entrance from Fulton Street
- the Sunset Boulevard entrance
- South Fork (between MLK Drive and JFK Drive)
- a portion of 47th Avenue (between JFK Drive and the golf course).

Closure of the Sunset Boulevard entrance is proposed in conjunction with the elimination of

the grade separation at Lincoln Way, creation of an at-grade Sunset Boulevard/Lincoln Way intersection (with a traffic signal). This will permit Sunset Boulevard traffic access to and from the park via Chain of Lakes Drive or 25th Avenue. (See Figure 5-8)

Weekend and Holiday Roadway Closures
Current weekend and holiday road closures, which will be maintained, include the following:

- JFK Drive, from Kezar Drive to Transverse Drive is closed on Sundays and holidays. (See Figure 5-4)
- Middle Drive West is closed on Saturdays.

Traffic Calming Measures
The following traffic calming measures are proposed to reduce traffic speeds and volumes within the park:

- Create a "T" intersection at the junction of Kezar Drive and JFK Drive. Over 12,000 square feet of unnecessary asphalt will be removed to create a more appropriate landscaped park entry. The existing condition has two lanes of traffic entering the park from Fell Street, which then narrow to one lane near Conservatory Drive East. The proposed plan (see Figure 5-5) will move the lane reduction east of Stanyan Street. Vehicles entering the park will slow to turn the corner into JFK Drive. Excess asphalt can be removed and replaced with landscaping. Improvements to better manage the flow of traffic through the Stanyan/Fulton intersection are also proposed (see Figure 5-9). Existing bicycle and pedestrian circulation through the intersection will be improved to enhance safety.

- Prohibit left turns from eastbound MLK Drive onto Crossover Drive. This action will reduce traffic using MLK Drive to access Crossover Drive.

- Create landscape extensions in the parking lanes on JFK Drive between Kezar Drive and the Rose Garden. The excessive width of JFK Drive is conducive to higher speeds and passing of cars in the parking lane. The 8-foot wide extensions (see Figure 5-6) would define the parking lane and the single 16-foot travel lanes in each direction. Bicycle and pedestrian safety will benefit by reduced vehicle speeds and better definition between parking lane and roadway. The extensions will occur at corners, crosswalks, and other locations.

- Implement traffic calming measures on Tea Garden Drive. Speed of vehicles is also a problem on Tea Garden Drive due to excessive road width. Landscape extensions and pedestrian improvements are recommended. There are two alternatives proposed (see Figure 5-10), each one narrows the roadway to two 12' travel lanes. Alternative A narrows the roadway and includes pedestrian and landscape improvements. Alternative B is similar, but also permits daytime parking on one side of Tea Garden Drive (museum side).

Commuter Parking Restrictions
There is significant amounts of parking by commuters in some areas of the eastern park. The existing regulation of no parking before 9:00 AM on MLK Drive has not been effective in preventing commuter parking. Therefore, 3- and 4-hour parking limits are proposed in the eastern park (see Figure 5-8), with 4-hour limits near the museums and 3-hour limits on Conservatory Drive, Bowling Green Drive, Kezar Drive, MLK Drive from 9th Ave. to Kezar Drive, and JFK Drive from Bowling Green Drive to Kezar Drive.

These restrictions will limit commuter parking and improve access and parking availability for park users. In implementing these regulation, consideration will be made for volunteers and employees of park institutions.

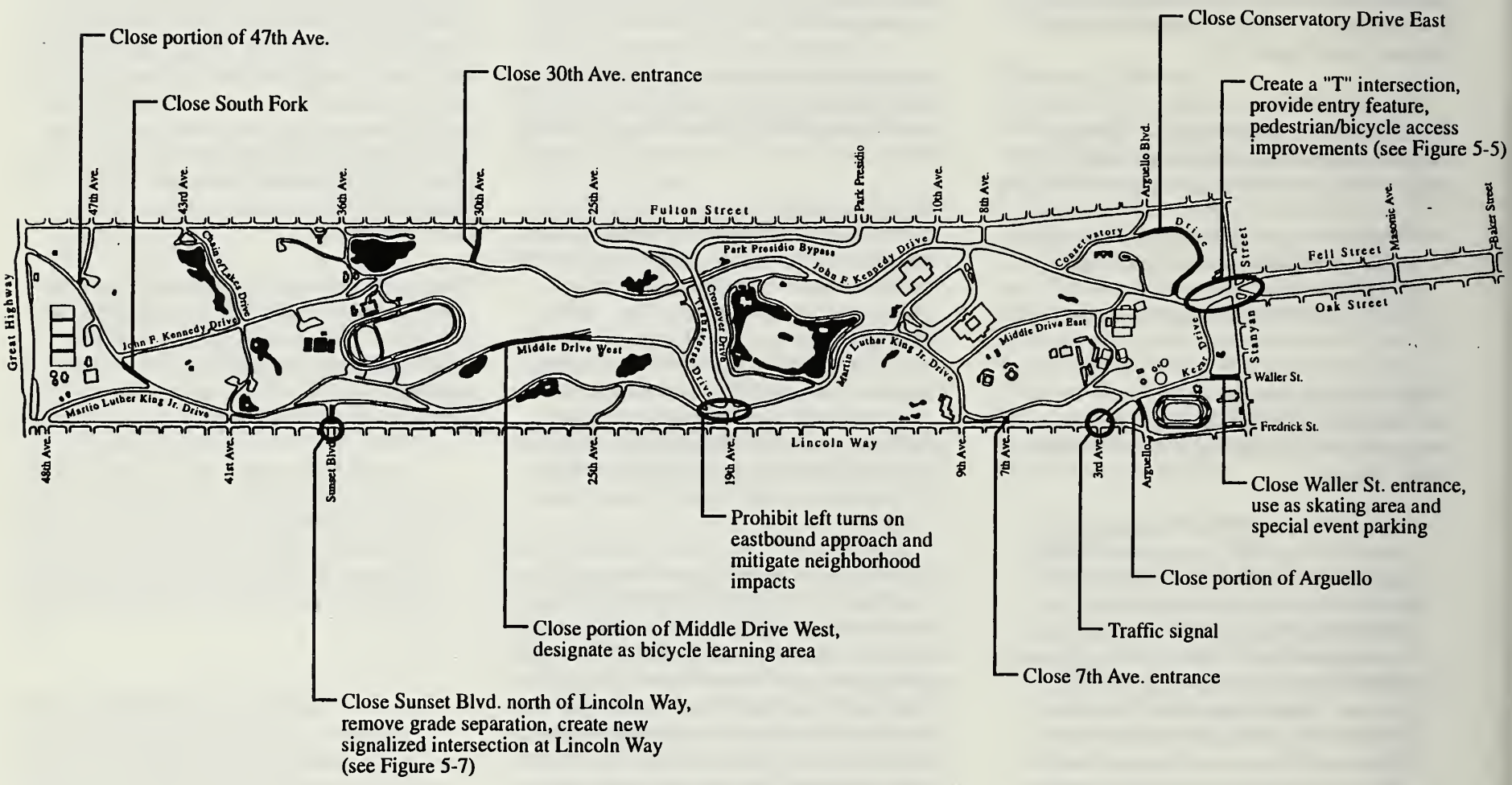
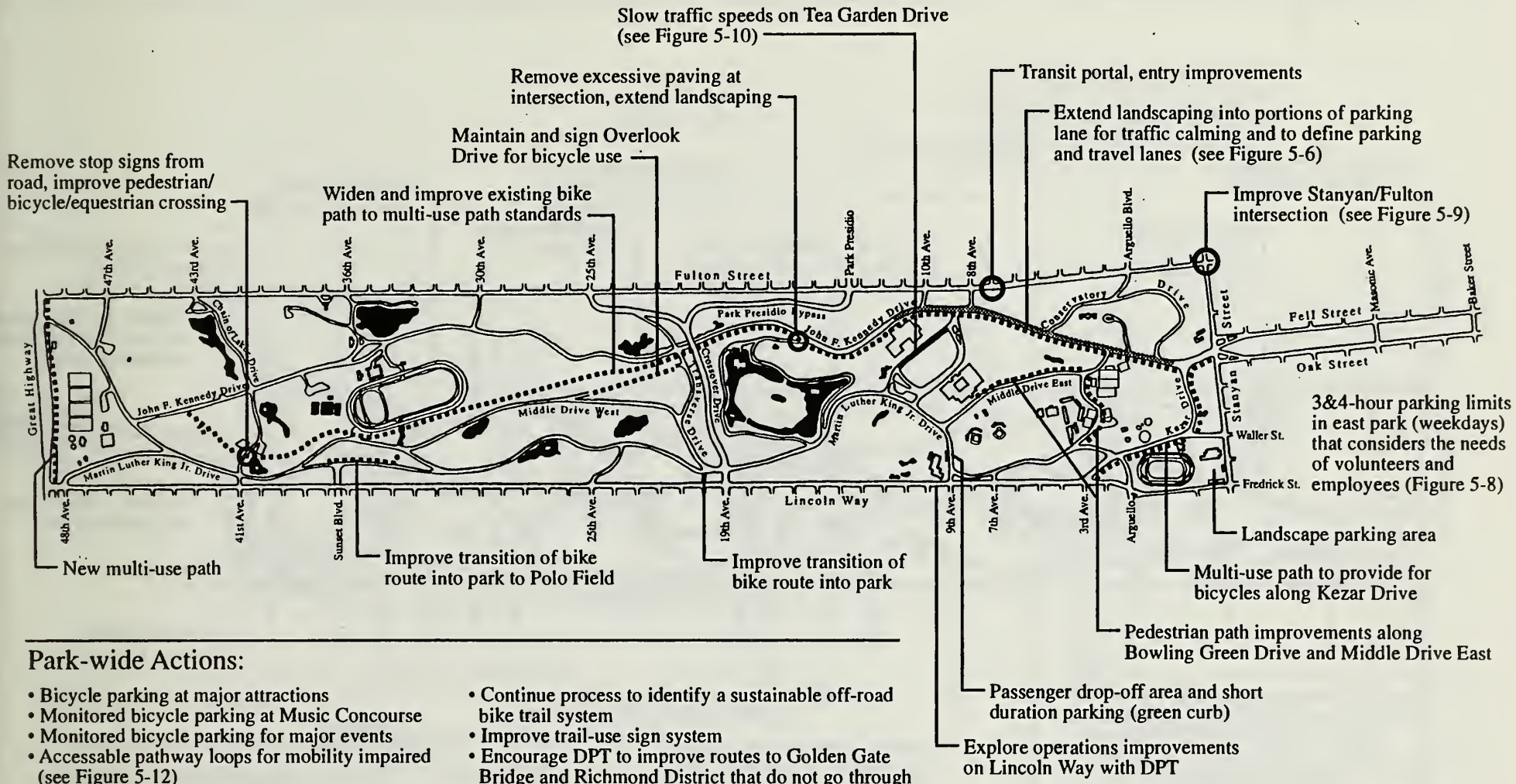


Figure 5-1a

Circulation Action Plan Major Roadway Modifications



Park-wide Actions:

- Bicycle parking at major attractions
- Monitored bicycle parking at Music Concourse
- Monitored bicycle parking for major events
- Accessable pathway loops for mobility impaired (see Figure 5-12)
- Explore transit improvements with MUNI
- Wayfinding/directional sign survey and plan
- Actively pursue demonstration shuttle program
- Support neighborhood permit parking
- Continue the current Sunday/holiday closing of Kennedy and Conservatory drives
- Continue the current Saturday closing of Middle Drive West
- Provide temporary directional signs to Concourse institutions when roads are closed to motor vehicles
- Encourage parking and traffic regulation enforcement
- Continue process to identify a sustainable off-road bike trail system
- Improve trail-use sign system
- Encourage DPT to improve routes to Golden Gate Bridge and Richmond District that do not go through park
- Test the use of permanent control devices for weekend street closures
- Explore pay parking on Kezar Drive
- Review the use of stop signs in park
- Develop program to discourage single-occupant auto use by park employees, volunteers, and concessionaire employees
- Develop a parking management plan for Concourse institutions and park employees that considers the needs of volunteers and employees and discourages single-occupant auto use

Figure 5-1b

Circulation Action Plan Other Actions

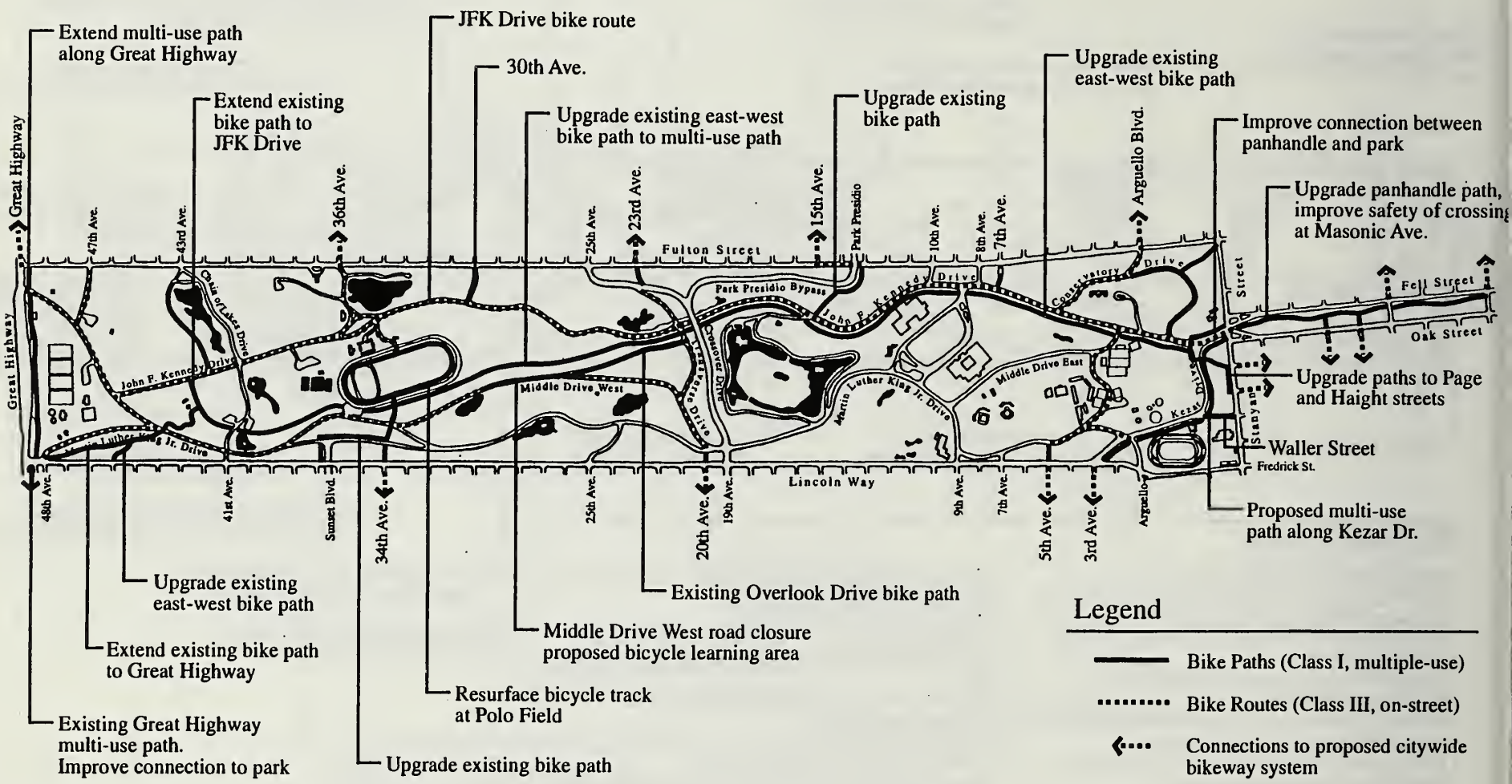
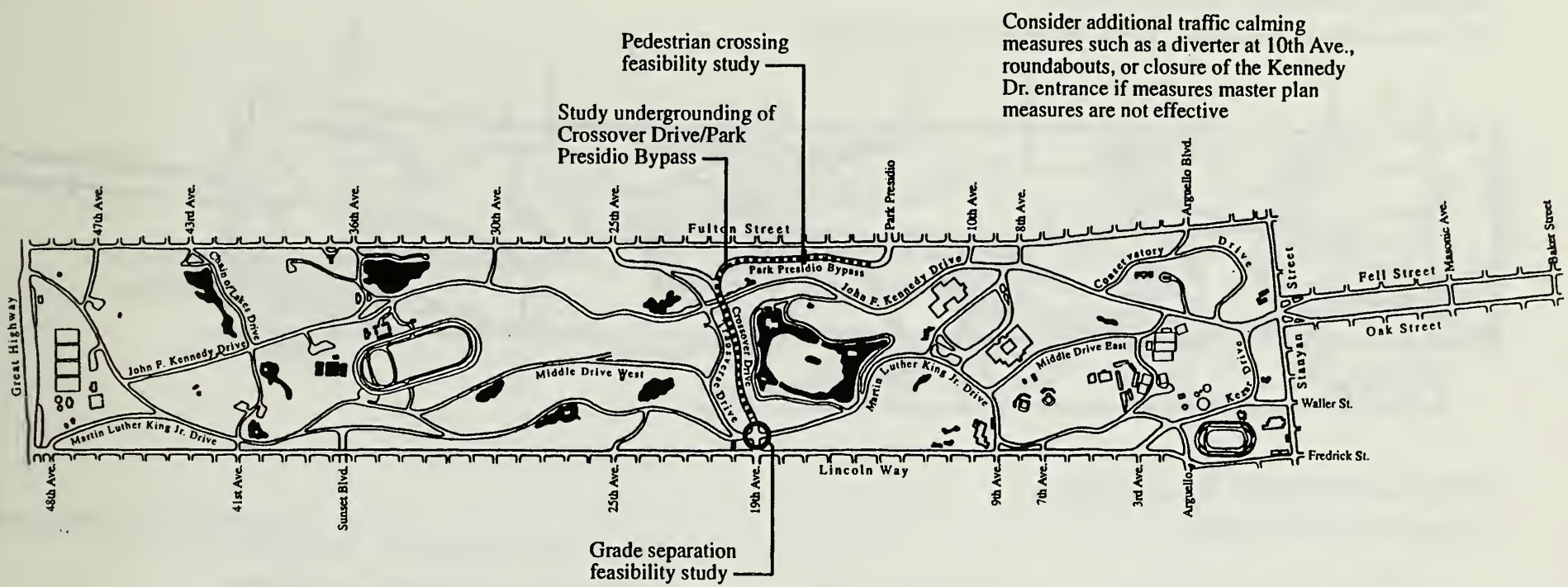


Figure 5-1c

Bicycle Circulation Plan



Park-wide Actions:

- Consider additional actions to minimize impact of motor vehicles
- Study additional closures of roads to motor vehicles, including Stow Lake Drive and 10th Ave.
- Explore extension of streetcars to Golden Gate Park such as extension of the Historic F-Line, connecting Fisherman's Wharf, Market Street and Golden Gate Park
- Explore additional grade separations or undergrounding of park roadways

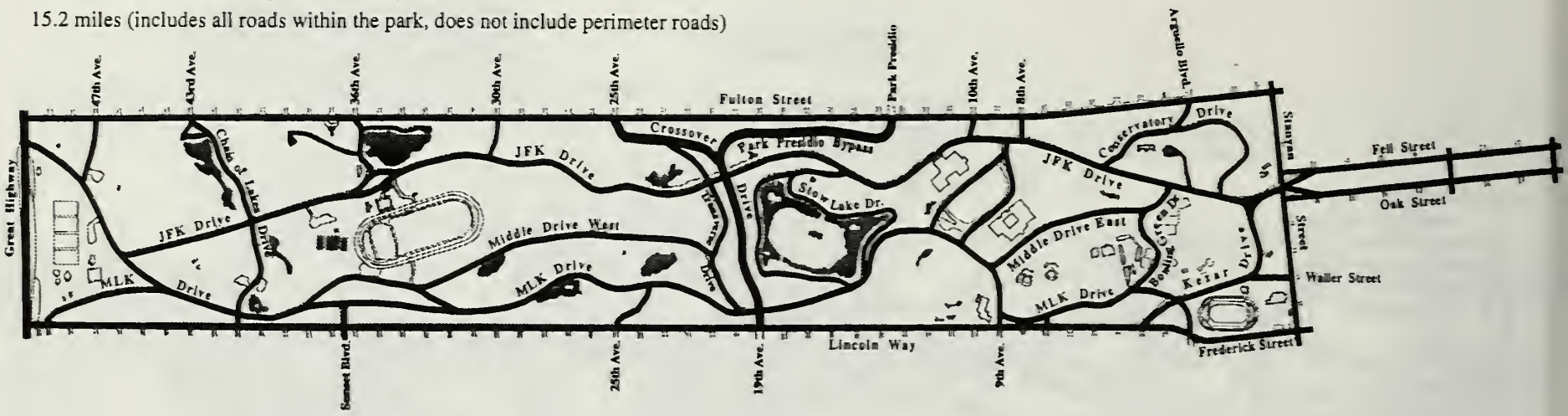
These actions are not part of the circulation action plan. They are actions that may be considered appropriate in the future. Additional study would be required as well as separate environmental clearance and an amendment to the Master Plan.

Figure 5-2

Circulation Actions for Future Consideration

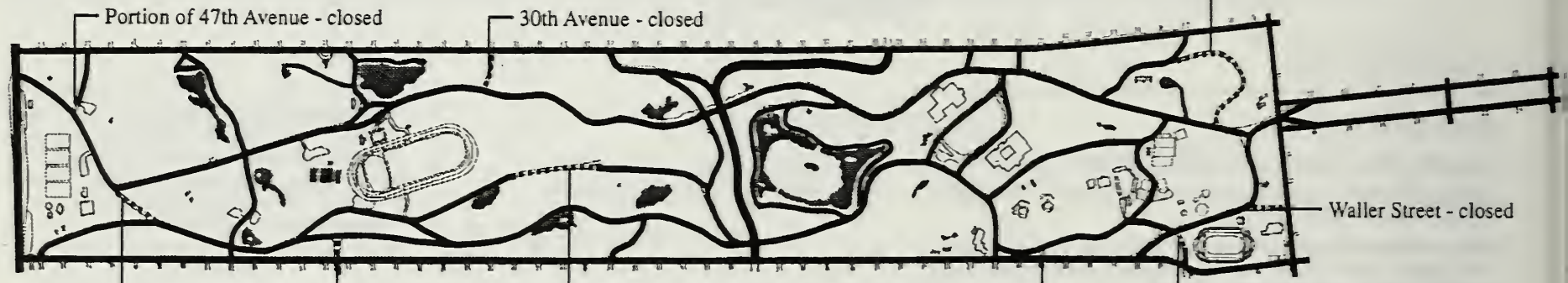
Existing Weekday Road System

15.2 miles (includes all roads within the park, does not include perimeter roads)



Proposed Weekday Road System

14.2 miles (93% of existing system)



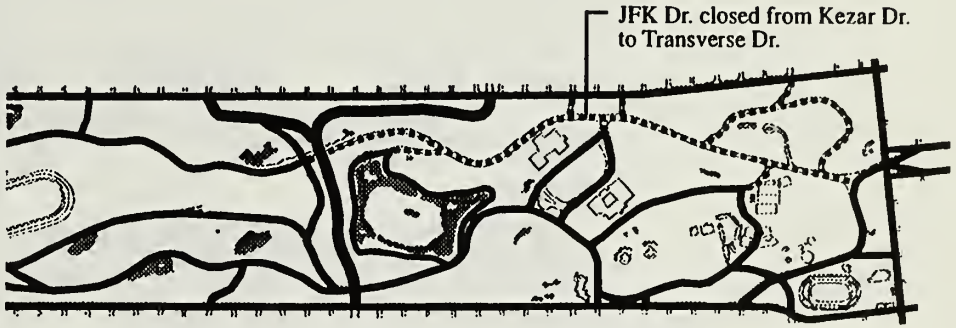
Roads open to motor vehicles

Roads closed to motor vehicles

Figure 5-3

Weekday Road System

Existing Sunday/Holiday Road System
(no changes proposed)



Roads open to motor vehicles

Roads closed to motor vehicles

Figure 5-4
Sunday/Holiday Road System

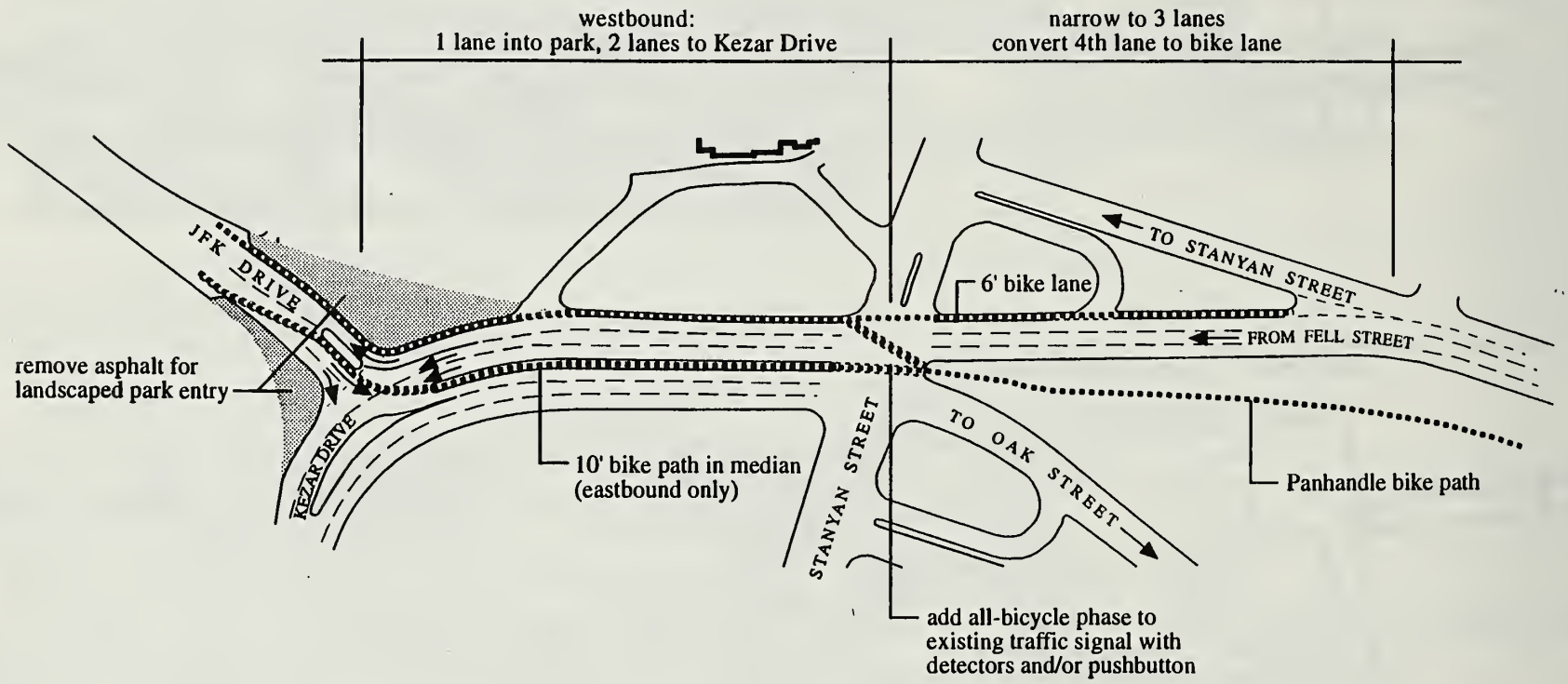
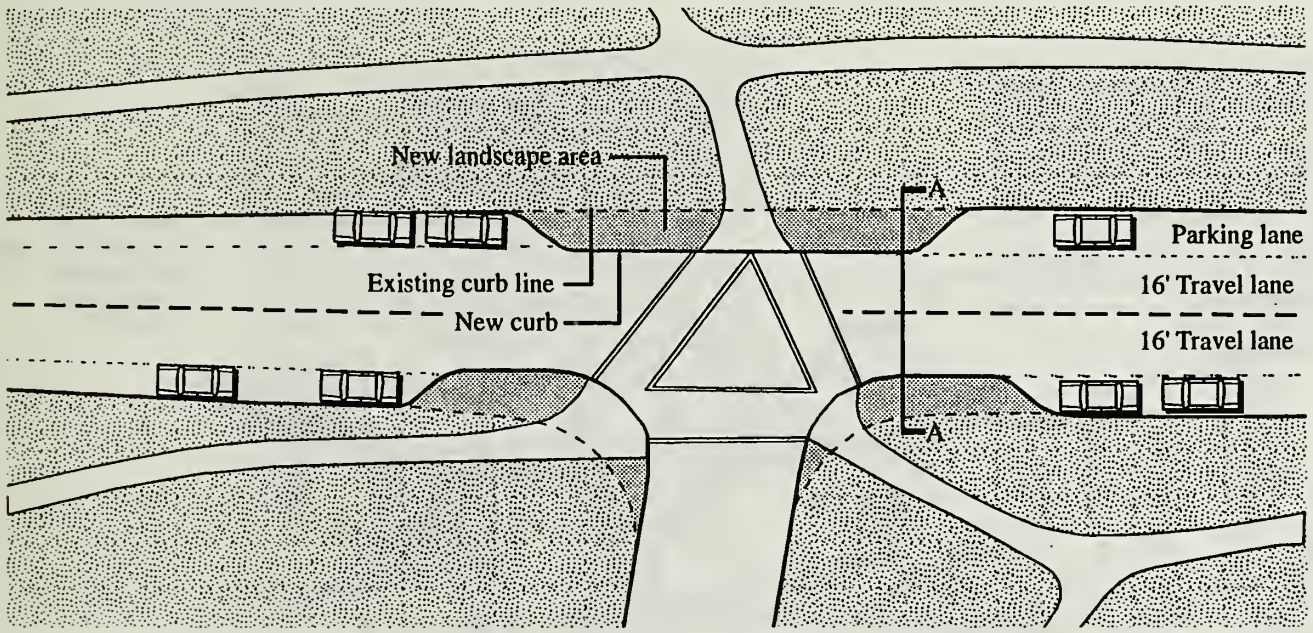
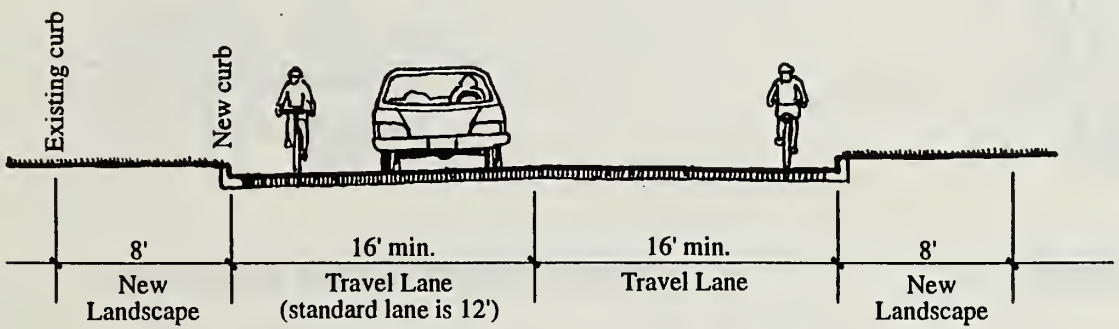


Figure 5-5
Kezar Drive/JFK Drive Entry
Proposed Traffic Changes

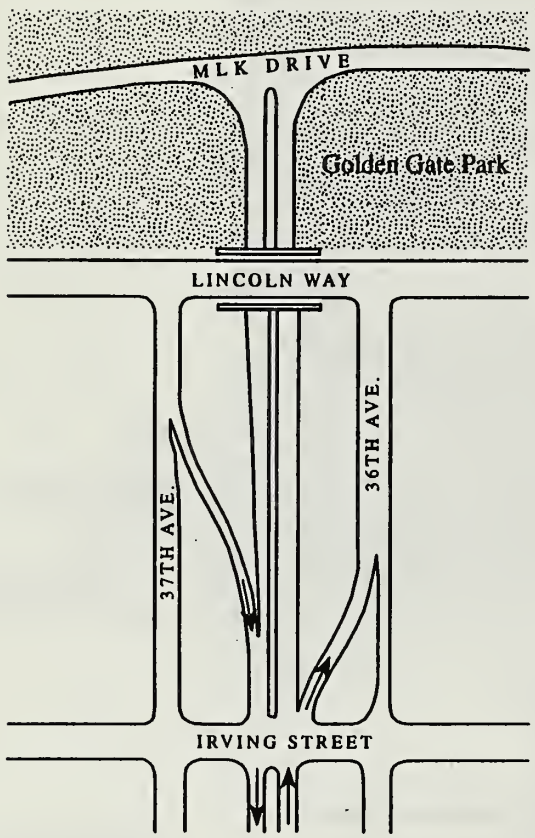


Plan View
1" = 50'

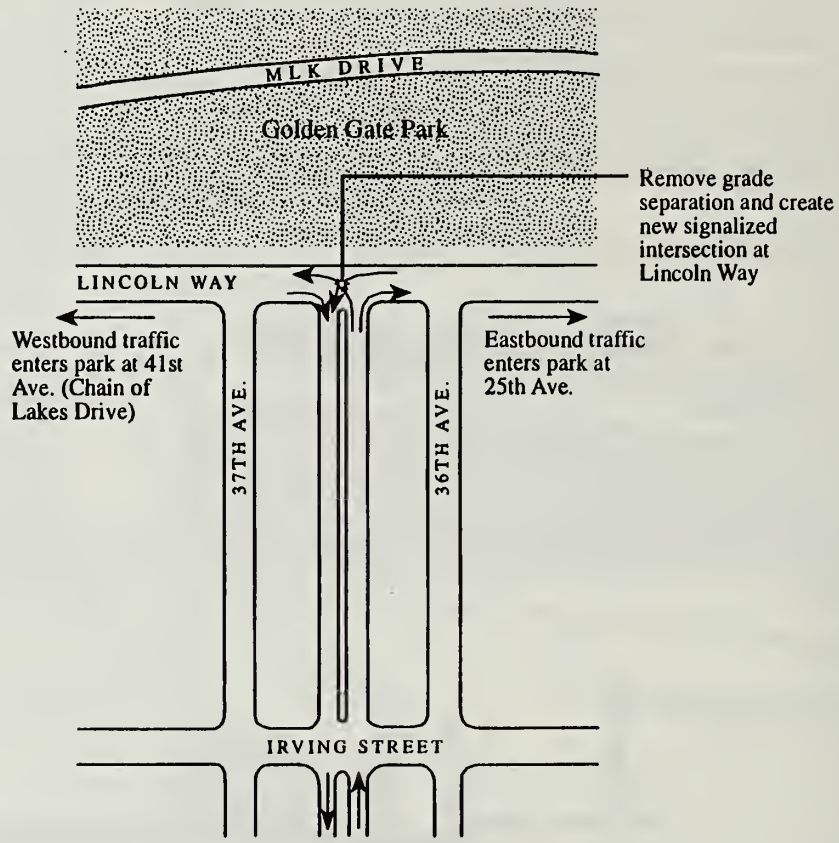


Section A-A
1" = 10'

Figure 5-6
Typical Landscape Extension

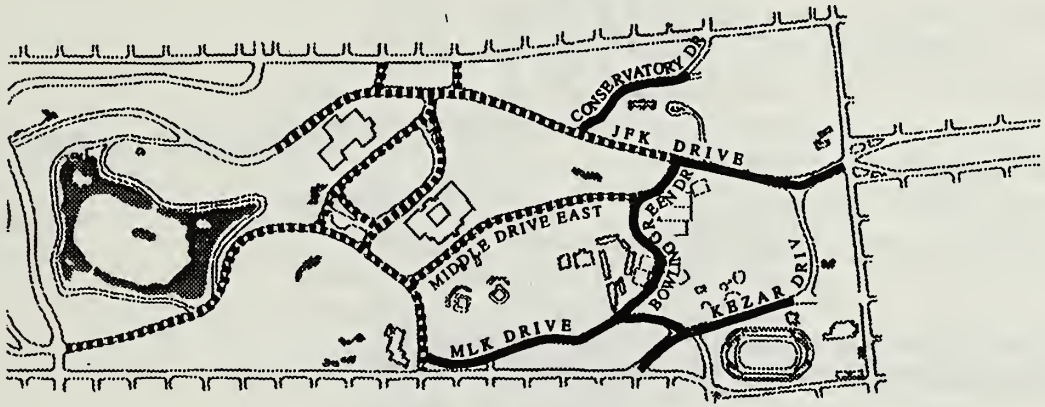


Existing Sunset Boulevard



Proposed Sunset/Lincoln Intersection

Figure 5-7
Sunset Boulevard



Legend

3-hour limit

4-hour limit

Figure 5-8

3- & 4-Hours Parking Limits

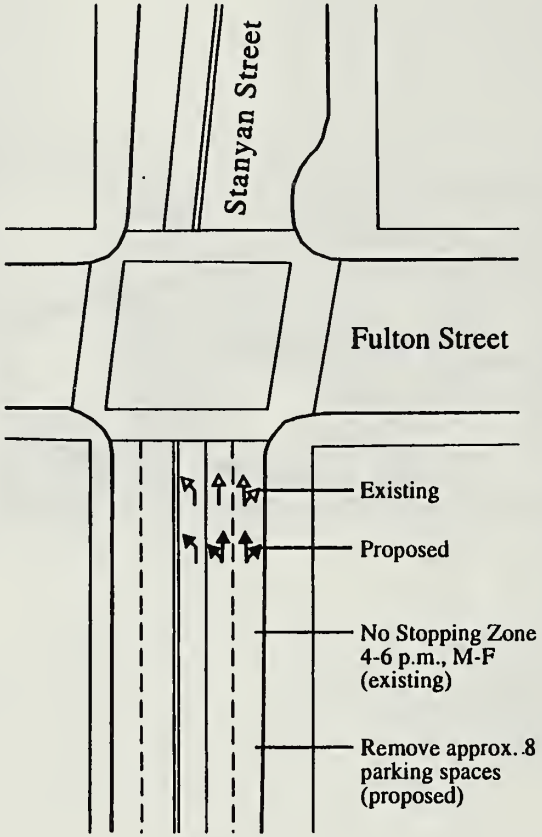
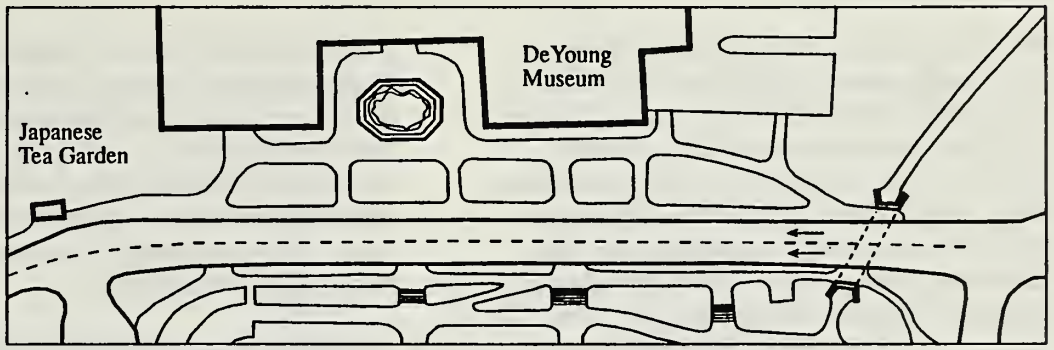


Figure 5-9
Stanyan/ Fulton Intersection

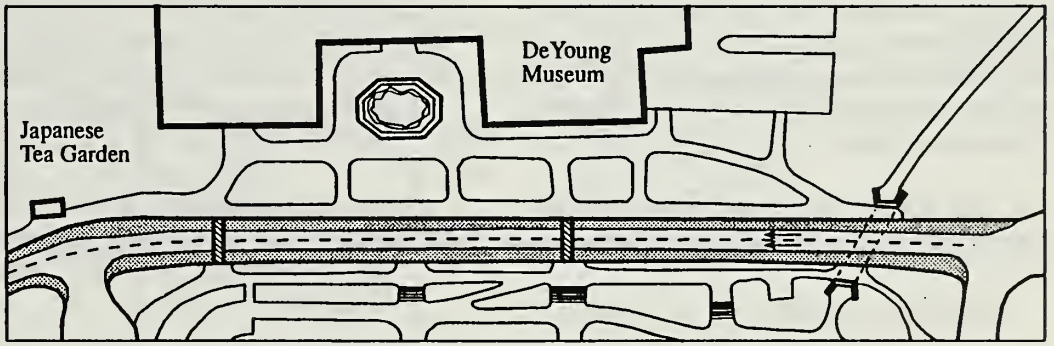
Existing Condition

- Two 20'-25' travel lanes



Proposed Improvements - Alternative A

- Two 12' travel lanes
- Pedestrian improvements
- Landscape improvements



Proposed Improvements - Alternative B

- Two 12' travel lanes
- Pedestrian improvements
- Landscape improvements
- Parking lane on museum side

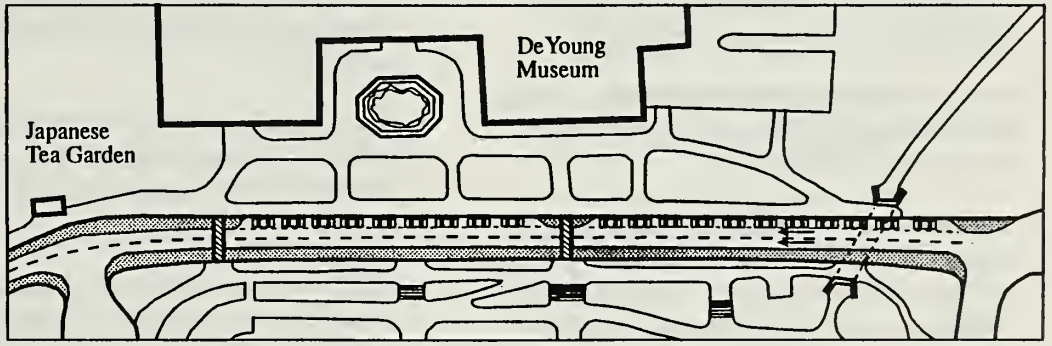


Figure 5-10

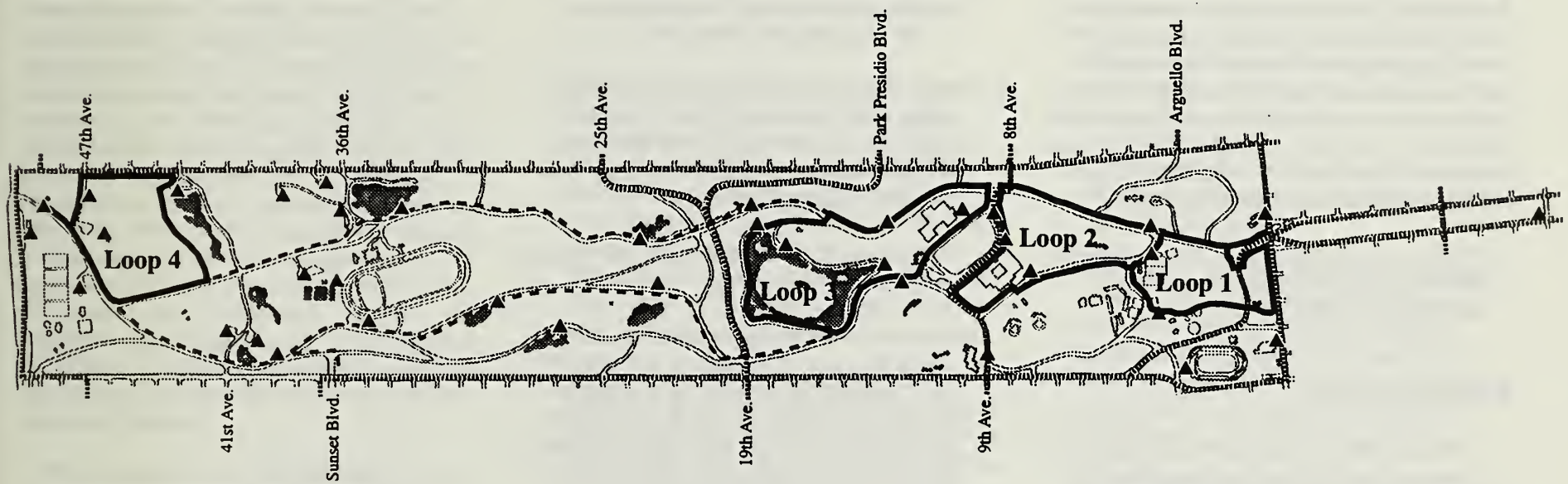
Tea Garden Drive

Accessibility

The federal Americans with Disabilities Act (ADA) has mandated guidelines and timetables for improving the accessibility of public facilities. In 1993 the Recreation and Park Department formed an ADA Task Force to establish a plan to bring Golden Gate Park facilities into conformance with accessibility regulations. The Task Force has expanded upon accessibility planning and implementation that was begun in 1989. The primary goal of the ADA Task Force was to develop a transition plan that included a list of specific projects, with costs and priorities. The plan is intended to guide spending of the funds available from the 1992 Golden Gate Park Infrastructure Bond.

The ADA Task Force developed the following general policies regarding accessibility:

- Hazardous conditions will be corrected.
- All restrooms in Golden Gate Park will be brought into compliance with ADA.
- An accessible pedestrian loop system should be developed with loops of varying lengths that connect park facilities.
- Accessible street parking should be provided adjacent to facilities that do not have parking lots associated with them. Disabled parking, whether in a lot or on the street, should be brought into compliance with ADA, including path of travel to the facility.
- Accessible park entrances should be developed in association with existing and future accessible transit stops.
- Major facilities, which are complex, attract large numbers of visitors, and include several activities, should be designated as "special study areas." The special study areas should be looked at as a whole in relationship to parking, pedestrian connections, accessible pedestrian loops, public transit, and path of travel.
- Accessibility projects should be undertaken in conjunction with other projects funded by the 1992 Golden Gate Park Infrastructure Bond. Whenever possible, projects should be grouped together to maximize economy of scale.
- Accessibility projects will include an examination of path of travel from parking and public transit, as well as an examination of appropriate signs.
- A coordinated sign system should be developed for Golden Gate Park that is accessible.
- Standard details should be developed to ensure consistent solutions to common problems such as pathways, curb cuts, and restrooms.
- Facilities and programs in Golden Gate Park which have large numbers of visitors or are unique should be given a high priority.



Legend

- Accessible Loop
- Path Connection
- Bus Route
- Accessible Parking

Figure 5-11

Accessible Circulation and Parking

Pedestrian Circulation

Golden Gate Park was created to be the perfect place for walking out of doors in an attractive setting. There are numerous paved pedestrian paths, both adjacent to roadways and separate from them. There are also many unpaved trails throughout the park. The park is generally well served by walkways, but there are some deficiencies which are listed below. Efforts should be made to encourage walking and to protect the high quality experience. The pedestrian circulation policy from the Golden Gate Park Objectives and Policies states the following:

> *"Provide an accessible pedestrian circulation system that promotes safe and enjoyable pedestrian activities."*

Recommendations

- All park features and corridors should have adequate paths for safe and convenient pedestrian circulation. Publicize the walkway system through appropriate signs, maps at entrances, and a park walking brochure with a map.

- Selected walkways will be improved to provide access to park features and facilities as required by accessibility codes and regulations.

- Pathway maintenance should occur more regularly, becoming a regular part of gardeners' responsibilities. Proper maintenance levels may require additional staff.

- Continuous pedestrian paths should be provided where they are absent:
  - access to McLaren Lodge
  - path along Conservatory Drive East
  - path along Bowling Green Drive
  - path along Middle Drive East

- Night lighting is recommended to improve safety along pedestrian access routes to night use areas from pedestrian entrances, MUNI transit stops, and parking areas (see proposed night lighting plan).

- Increase enforcement of vehicle speed limits and yielding at crosswalks.

- Some paths are multiple-use paths that permit bicycles, roller skaters, and pedestrians. The paths designated for multiple-use should be upgraded with an 8' or 10' width of asphalt, and 2'-wide decomposed granite (or quarry fines) pedestrian surfaces on both sides. These paths are identified on the Bicycle Circulation Plan.

Bicycle Circulation

Bicycling is one of the primary ways that people enjoy the park. Cyclists are attracted to the park's landscape, its curving roads and paths, and the opportunity to avoid the normal traffic of city streets. Bicyclists experience the park as it was designed—by traveling through it and experiencing the changing vistas afforded by the curving drives, forests, and meadows. The park serves as a primary transportation route for bicyclists in the western part of the city. Efforts should be made to encourage bicycling and to protect the high quality bicycling experience. Bicyclists should also be encouraged to respect other park users and obey regulations pertaining to bicycling. The bicycle circulation plan recognizes that there are several types of bicyclists, each with differing needs. The plan attempts to provide opportunities for cyclists of all abilities. The bicycle circulation policy from the Golden Gate Park Objectives and Policies states the following:

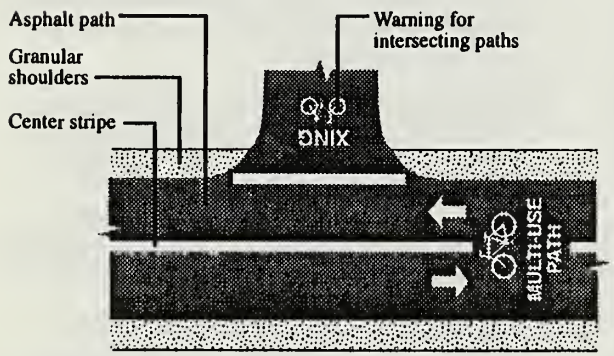
"Provide for the safe and convenient use of the bicycle as a means of recreation and transportation to, within, and through Golden Gate Park. Provide continuity with the City bikeways plan."

Recommendations

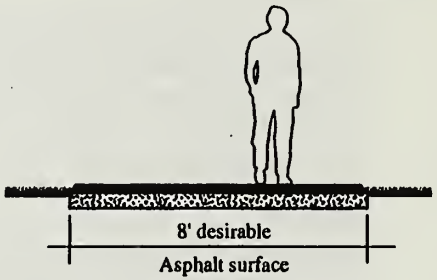
- Organize the park's bikeway system into a cohesive network of bike routes and paths. Publicize the bikeway system through appropriate signs, maps at entrances, and a park bicycling brochure with a map.
- Roads that are particularly good for bicycling should be designated and signed as bike routes (Class III bikeway). Generally, the designated bike routes are ones that have sufficient roadway space for bicycles, or make important connections in the bikeway system. The purpose of these is to guide bicyclists that are not familiar with the park. There should be no restriction to bicycles on roads that are not designated as bike routes.
- A system of off-street bike paths (Class I, multiple-use paths) should provide an alternative for bicyclists who prefer to ride separate from traffic. There is a basic system existing, however most of the paths are poorly designed or are in bad condition. Since bike paths are also used by pedestrians, they are essentially multiple-use paths, and should be designed as such. All paths designated as multiple-use bike paths should be upgraded with an 8' or 10' width of asphalt, and 2'-wide decomposed granite (or quarry fines) pedestrian surfaces on both sides. The system consists of a primary east-west path, running from the panhandle to the Great Highway. This existing path needs upgrading, including widening and resurfacing most of the path, improving clearances, and adding striping and signs to warn pedestrians and bicyclists. Additional bike paths are proposed to provide important connections (see Bicycle Circulation Plan, Figure 5-1c).
- The bikeway system should provide good connections to, and be a part of, the city-wide bikeway system. Connections between the park and the Panhandle path, and the Great Highway path should be improved for convenience and safety.
- When modifications are made to park roads, the minimum travel lane width should be 16' (12' plus 4' for bikes).
- A portion of Middle Drive West is proposed to be closed to vehicles, and to become a designated bicycle learning area where parents can bring children to learn bicycle riding skills in a safe area. The area should be designated with signs and identified on park maps.
- Bicycle parking should be provided at major park attractions.
- Secure, monitored bicycle parking is proposed for the Music Concourse. It is to be located in a portion of the bus parking lot, which has a full-time attendant.
- Bicycle information and regulations should be posted at all park entries, consistent with the proposed entry sign system.
- Night lighting is recommended to improve safety along major bicycle commuter routes, at intersections, and along routes to night use areas (see proposed night lighting plan).

Figure 5-12

Hierarchy of Paved Paths

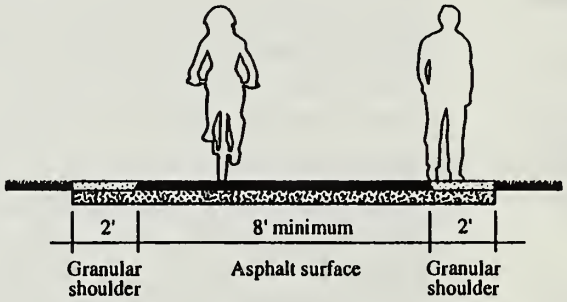


Plan view of Multi-use Path



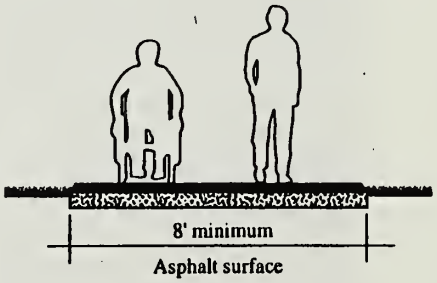
Type 1 - Pedestrian Path

Users: pedestrians, service vehicles
Width: 8' asphalt (desirable width)



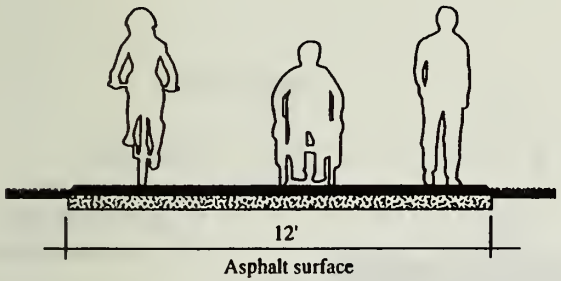
Type 2 - Multi-use Path

Users: pedestrians, bicyclists, service vehicles
Width: 8' asphalt (minimum width)
2' granular shoulders (red rock, quarry fines, or decomposed granite)



Type 3 - Accessible Loop Path

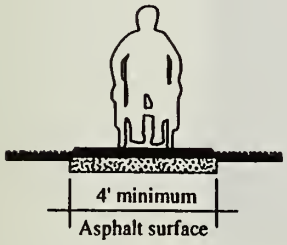
Users: pedestrians, disabled users, service vehicles
Width: 8' asphalt (minimum width)
Slope: desired: less than 1' in 20' (5%)
maximum: 1' in 12' (8.3%) with handrails and landings for every 30" of rise



Type 4 - Accessible Multi-use Path

This path type will generally only occur at road intersections where bicycles and accessible paths coincide.

Users: all types, service vehicles
Width: 12' asphalt
Slope: desired: less than 1' in 20' (5%)
maximum: 1' in 12' (8.3%) with handrails and landings for every 30" of rise



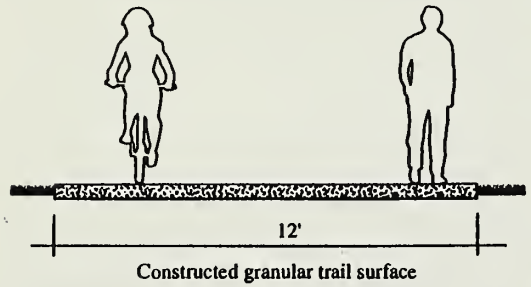
Type 5 - Minimum Accessible Path of Travel

Users: pedestrians, disabled users
Width: 4' firm, nonslip surface* (minimum width with wider pull outs)
Slope: desired: less than 1' in 20' (5%)
maximum: 1' in 12' (8.3%) with handrails and landings for every 30" of rise

* Firm, nonslip surface can be asphalt, or quarry fines aggregate, decomposed granite, or other granular material (3/8" to dust). Soil hardener may be used with granular materials or native soil to achieve desired surface.

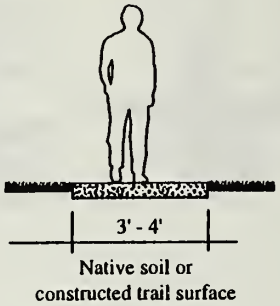
Figure 5-13

Hierarchy of Trails



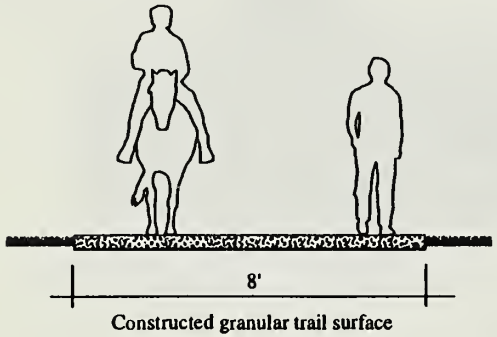
Service Road/Multiple-use Trail

Users: pedestrians, bicyclists, service vehicles
Width: 12' constructed trail surface, aggregate with quarry fines



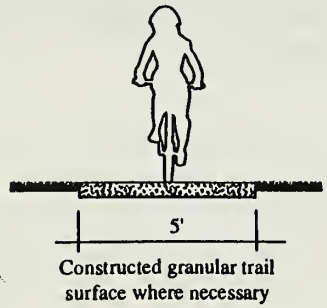
Minor Trail

Users: pedestrians
Width: 3' native soil or 4' constructed trail surface (quarry fines)



Equestrian/Pedestrian Trail

Users: equestrians, pedestrians
Width: 8' constructed trail surface, aggregate with quarry fines or native soil



Bicycle/Pedestrian Trail

Users: bicyclists, pedestrians
Width: 5' constructed trail surface, aggregate with quarry fines or native soil

Big Rec

Recreation

Recreation Facilities

There has always been demand for active and structured recreation throughout the park's history. One hundred years ago people were coming to Golden Gate Park for relaxation, walking, bicycling, picnicking, boating, enjoying the horticultural displays and concerts, and playing baseball, tennis and other sports. Over the years new activities and facilities were added such as horseshoes, playgrounds, lawn bowling greens, model yacht club, soccer fields, fly casting pools, and Kezar Stadium. The addition of many facilities has resulted in an increase of park land dedicated to exclusive uses rather than to flexible, unprogrammed park land available for less structured park activities. The recreation facilities also require a higher level of maintenance and investment. The demands for recreation need to be balanced with the objectives of preserving the original intent and purpose of the park as a "sylvan and pastoral" retreat. Emphasis should be placed on improving and maintaining existing recreation facilities, rather than adding new ones.

Athletic Fields

There are large athletic fields at Kezar Stadium, Big Rec, the Polo Field, and the Beach Chalet soccer fields. There are other facilities such as the softball diamonds at Sharon Meadow (Little Rec) and Speedway Meadow, the golf course, the archery field, and the bowling greens. There are problems with overuse of some fields at the Polo Field and the Beach Chalet soccer fields. The lack of drainage systems under some fields makes maintenance difficult after rains. The turf is often damaged when fields are wet. The demand for these fields is very high and fields are receiving heavy use. Regular maintenance is not always scheduled into field permit schedules.

- Upgrade irrigation systems
- Install drainage systems where needed
- Scheduled maintenance periods should be added to field permit schedules
- Where feasible, rotate and shift field locations
- Enforce field closures after rains and when required to provide maintenance
- One additional soccer field is recommended at the Richmond Sunset treatment plant site (implementation of an additional field should be contingent on sufficient staff to maintain it)
- Prepare an operations policy for the Polo Field to guide decisions concerning its use.

Children's Play Areas

There are currently five children's play areas in the park: 46th Avenue/Lincoln Way, Mothers' Meadow (M.L. King Drive/Crossover Drive), 9th Avenue/Fulton Street, the Mary B. Connolly Children's Playground, and at the Panhandle at Ashbury Street. Another play area near the Stanyan and Fulton entrance fell into disrepair and was removed. The remaining play areas are in relatively good condition except for the play area at 9th Avenue/Fulton Street. They include wood and steel play structures in sand surfaces. The Mary B. Connolly Children's Playground is the most recently renovated play area, with a major new zone that is accessible for all children and parents. There are concerns about the play area at 9th Avenue/Fulton Street due to its general condition, its proximity to a busy street, its secluded location, and overhanging trees and branches.

There are two new laws that will require eventual

redesign of the play areas. The first is the Americans with Disabilities Act of 1990 (ADA) which addresses accessibility. California is revising the State Building Code (Title 24, Disabled Access Regulations) to comply with the ADA. Path of travel to and within play areas, and integration of accessible and nonaccessible elements will need to be reviewed. ADA compliance must be met by 1995. The second law that affects play areas is the Consumer Products Safety Commission Guidelines (CPSC) which were adopted as California law in 1992. This law covers safety issues such as distances between equipment (safety zones), separation of age group equipment (preschool versus school age children), height of fall and surfacing, head entrapment (size of openings), and elimination of protrusions. Compliance with the CPSC Guidelines must be met by the year 2000.

- Play areas will need to be rebuilt to meet the requirements of the Americans with Disabilities Act, Title 24, and the Consumer Product Safety Commission Guidelines.
- The play area at 9th Ave./Fulton Street is in need of a general renovation and safety improvements including the removal of any potentially hazardous tree branches.

Tennis Courts

The tennis courts have occupied the same site since 1894. The complex has been expanded over the years and now consists of 21 courts, serving almost 100,000 players annually. Although a fee is now charged to use the courts, the revenue collected does not cover the expenses to maintain the complex. Night lighting is under consideration to extend playing hours to better serve users and to generate greater revenue.

Equestrian Facilities

The existing equestrian center dates from 1938. The facility is run by a concessionaire and offers riding instruction, trail rides, and boarding of horses. There are 75 stalls, about half of which are available to boarders. A proposal to cover the central arena and replace temporary structures with permanent facilities (with a possible increase of 1,000 square feet) is currently under consideration. A covered ring would extend the usable hours, better serving users and raising additional revenue. The Equestrian Center is in need of general reconstruction to remedy code violations and seismic upgrade. The bleachers and judges stand at the Bercut Equitation Field are in disrepair and need reconstruction. An additional training ring has been approved for the east end of Little Speedway Meadow.

Trails and Paths

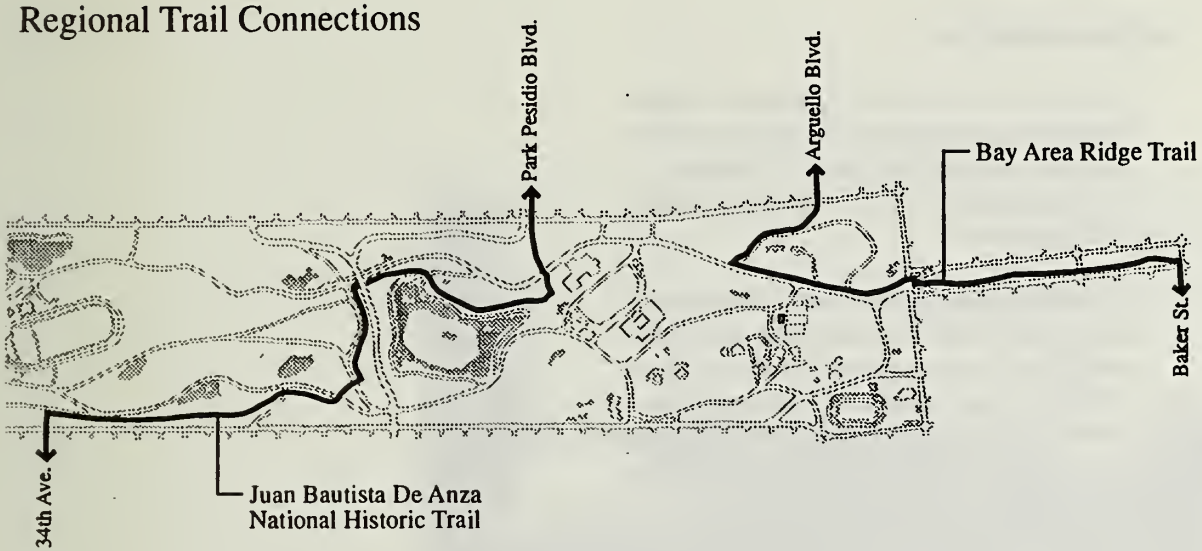
There are numerous paved and unpaved trails and paths throughout the park, including several service roads. They are essential for walking, running, bicycling and horseback riding; activities that are increasing in popularity. Paved paths are also a key component of pedestrian circulation and accessibility. The interior trails offer opportunities to escape from traffic and provide access to the most quiet parts of the park. There are designated bridle trails and a bike path. There are numerous unpaved trails, some of which are "volunteer" or "social" trails that were not planned. The sandy soil is erosion prone when vegetation is trampled and removed. Trail users should be encouraged to remain on designated trails.

- Maintenance of paths and trails is not done on any regular schedule or basis. Path and trail maintenance should be made a part of gardeners' regular tasks, or a special trail crew should be established.
- Trails and paths that are used by maintenance vehicles should be of sufficient width and structural strength to support vehicles without sustaining damage.
- Many asphalt paths need repaving. Paths that are designated for multiple-use (including bicycles) should be widened to minimize user conflicts.
- Heavily used unpaved trails need crushed rock bases to be maintained and support service vehicle access.
- "Volunteer" or "social" trails need to be eliminated where not necessary. These trails are responsible for serious erosion problems around the park. Trails should be removed and revegetated. Temporary fencing, barriers, and signs explaining erosion problems should be installed to discourage use.
- Trail etiquette should be promoted.
- Maps showing designated trails should be displayed at all park entries.

Regional Trail Connections

Two regional trails, the Bay Area Ridge Trail and the Juan Bautista De Anza National Historic Trail, are proposed to pass through Golden Gate Park. The Bay Area Ridge Trail is a 400-mile trail system that travels the ridges around San Francisco Bay and links many parks and open spaces. The De Anza Trail is a National Historic Trail that represents the route taken by Juan Bautista De Anza in 1775-76 from what is now Mexico across

Regional Trail Connections



deserts and mountains to found a colony for Spain in San Francisco. The route in Golden Gate Park for the De Anza Trail is part of a connection between Lake Merced and Mountain Lake Park. The designated route for both trails will follow existing trails and paths within Golden Gate Park. Signs directing trail users will be kept to a minimum.

Mountain Bikes on Trails

A planning process involving bicyclists, equestrian, other trail users, and park maintenance staff is being undertaken to study the feasibility of permitting mountain bikes on park trails. Mountain bike use in the park has grown in recent years, but currently there is no policy and there are no designated trails, which has led to indiscriminate use of mountain bikes around the park. Uncontrolled mountain bike use has caused damage in many areas around the park, including erosion, soil compaction, and plant damage. Under consideration is the premise that by permitting controlled use, and by educating park users about damage caused by bicycling off of designated trails, the indiscriminate use and damage can be reduced. Trail safety and user conflicts are also being discussed with the goal of finding solutions. Permitting mountain bikes is contingent on several conditions:

- suitable trails can be agreed upon west of Crossover Drive
- the planning process includes participation by maintenance staff, equestrians, and other users
- the trails be maintainable to minimize erosion problems
- a bicycle group volunteers to assist with maintenance of trails, signs, and educational and enforcement programs
- an aggressive program is begun to minimize damage by mountain bike misuse through education, enforcement, and installation of signs, barriers, and landscaping
- the trail use is to be monitored and the policy reviewed.

Other Recreation Facilities

There are numerous other recreation facilities in the park. The conditions of these vary considerably. The facilities that are most in demand generally have better maintenance. In some cases there are clubs or concessions that assist with maintenance. Following are brief summaries of their existing conditions and needs.

- Archery Field: Targets need repair and new stands.
- Golf Course: Golf course is generally in good condition. The irrigation system needs upgrading.
- Handball Courts: Walls need patching and painting, roof needs repair.
- Lawn Bowling Greens: Asphalt surfaces around greens need repair. Maintaining greens is highly labor intensive.
- Resurface bicycle track at Polo Field.
- Horseshoes: Needs general renovation, often vandalized due to secluded location, not accessible. A relocation of the horseshoe pits to a site near the dog training area and petanque court should be considered.
- Petanque Field: Maintained by users.
- Fly Casting Pools: Need periodic draining and cleaning.

Special Events and Permits

Golden Gate Park hosts many special events during the year, including concerts, festivals, races, and bike rides. Events in the park are governed by the City Charter and the Recreation and Park Commission Permit and Reservation Policy. They must be recreational in nature and event sponsors must meet the requirements of the permit policy (which is reviewed by the Commission every six months).

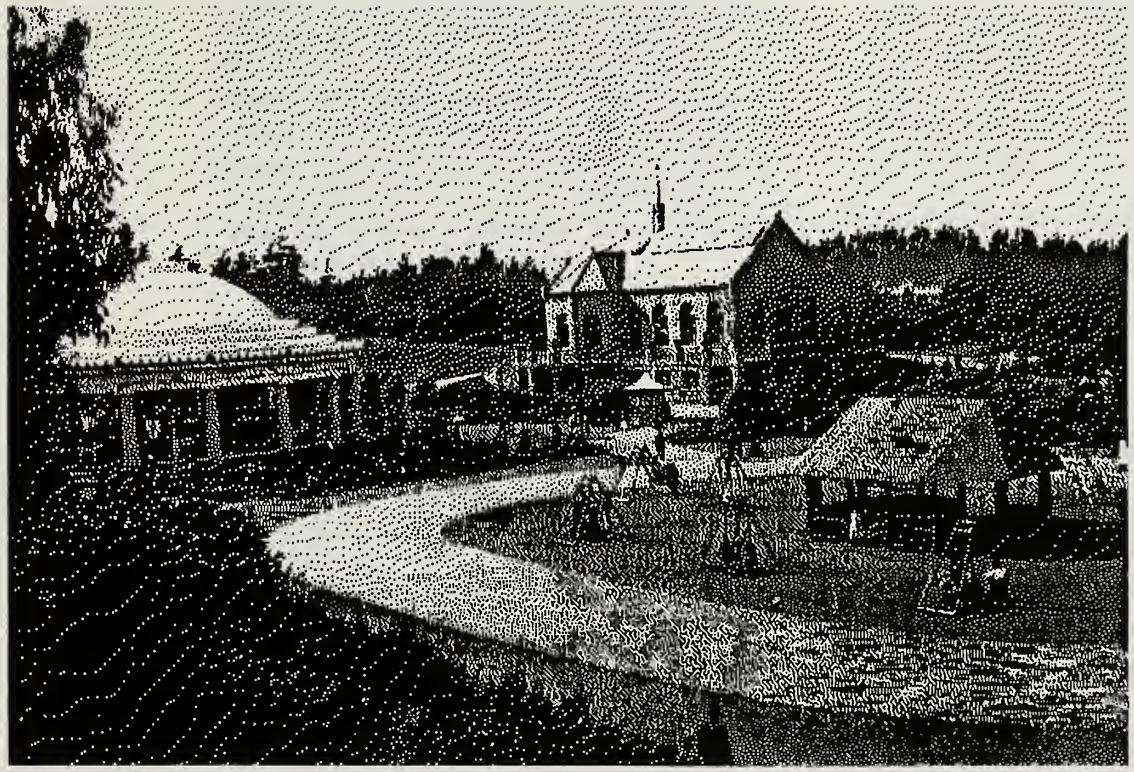
Some events have raised questions as to their appropriateness and impacts on the park. Large events are required to pay fees and post a performance bond to cover costs and damages, although the true costs may exceed those collected. The limited maintenance staff are removed from regular duties to perform repairs, and regular maintenance suffers.

The location of some events has been questioned. The carrying capacity of areas should be further studied, and the permit policy refined to reflect findings. Turf areas and athletic fields suffer from compaction and other damage. Some events that formerly took place in the Music Concourse, which was designed for events and has a tough surface, have been moved to Sharon Meadow. Other events fence off areas to charge admission, and require up to a week for preparation and take down, denying park visitors use of those areas.

Most of the events are fund-raisers for various nonprofit organizations, but they are highly profitable for event promoters. Consideration should be given to giving priority to events that benefit Golden Gate Park, and to increasing fees to further supplement the park's funding.

Recommendations

- All events should meet a standard of appropriateness as outlined in the Objectives and Policies and the City Charter. Consider directing some events to other sites within San Francisco.
- Carefully assess impacts and costs of events. Ensure that fees cover true costs of events and allow for overtime pay for maintenance staff to perform repairs so regular maintenance does not suffer. Raise fees for special events to realize a profit for the Department.
- Assess carrying capacity of permit areas based on surface characteristics and other factors.
- Continue to review (every six months) and revise the Permit and Reservations Policy to minimize impacts of events and to maximize fees to benefit the park. Regular policy review provides an opportunity for public involvement.
- Consider alternatives to fenced events that charge admission.



Children's Playground, Carousel, and Sharon Building

Visitor Facilities

Visitor Information

A need has been identified for better visitor information for both resident users and tourists. Visitor centers and information kiosks would provide visitor information and could serve as staging areas for tours and other services. Visitor centers should occur within existing park buildings and serve an educational purpose, with information and exhibits on park features, history, and natural resources. These may also provide opportunities for generating revenue through retailing, fees for services such as tours, and fund-raising appeals. The only existing visitor information is available informally at the McLaren Lodge reception desk.

Visitor Centers

There are two visitor centers proposed: one in the eastern park and one in the western park. These would be destination points that attract visitors to them. Due to limited department funds, a park conservancy organization would play a large role in the development and operation of visitor centers. The visitor center would also provide an important visible presence for the conservancy. Visitor centers have potential for generating revenue through the sale of park-related merchandise. This revenue will be important for funding operation of the visitor information services.

There are several possible locations for an eastern park visitor center, all within existing buildings. Selection of a visitor center location may be influenced by many factors including the possible relocation of the Asian Art Museum, reconstruction of the DeYoung Museum, and redevelopment of the County Fair Building.

- **County Fair Building.** A park information point may occur within a proposed redevelopment of the entire building that would serve both Strybing Arboretum and the park. An orientation center is proposed for Stybing Arboretum that can include general park information. The center would include a staffed information desk, exhibit space, and retail area for horticultural and park-related merchandise. Short-term parking and a bus pull-out will improve access of the facility.

- **Asian Art Museum/DeYoung Museum.** An opportunity may arise to develop a visitor center in cooperation with the DeYoung Museum. The possible relocation of the Asian Art Museum, and the probable reconstruction of the DeYoung Museum may present an opportunity to develop a visitor center in a small portion of the space. The Music Concourse has a high volume of visitors and has parking.

- **Pioneer Log Cabin.** The recently renovated Pioneer Log Cabin has potential to provide some visitor services. Although not in a high traffic area, visitors could be directed to it. It may serve as a center for the park conservancy organization to hold programs and stage walking tours. A visitor information kiosk in the Music Concourse would supplement the functions of this center.

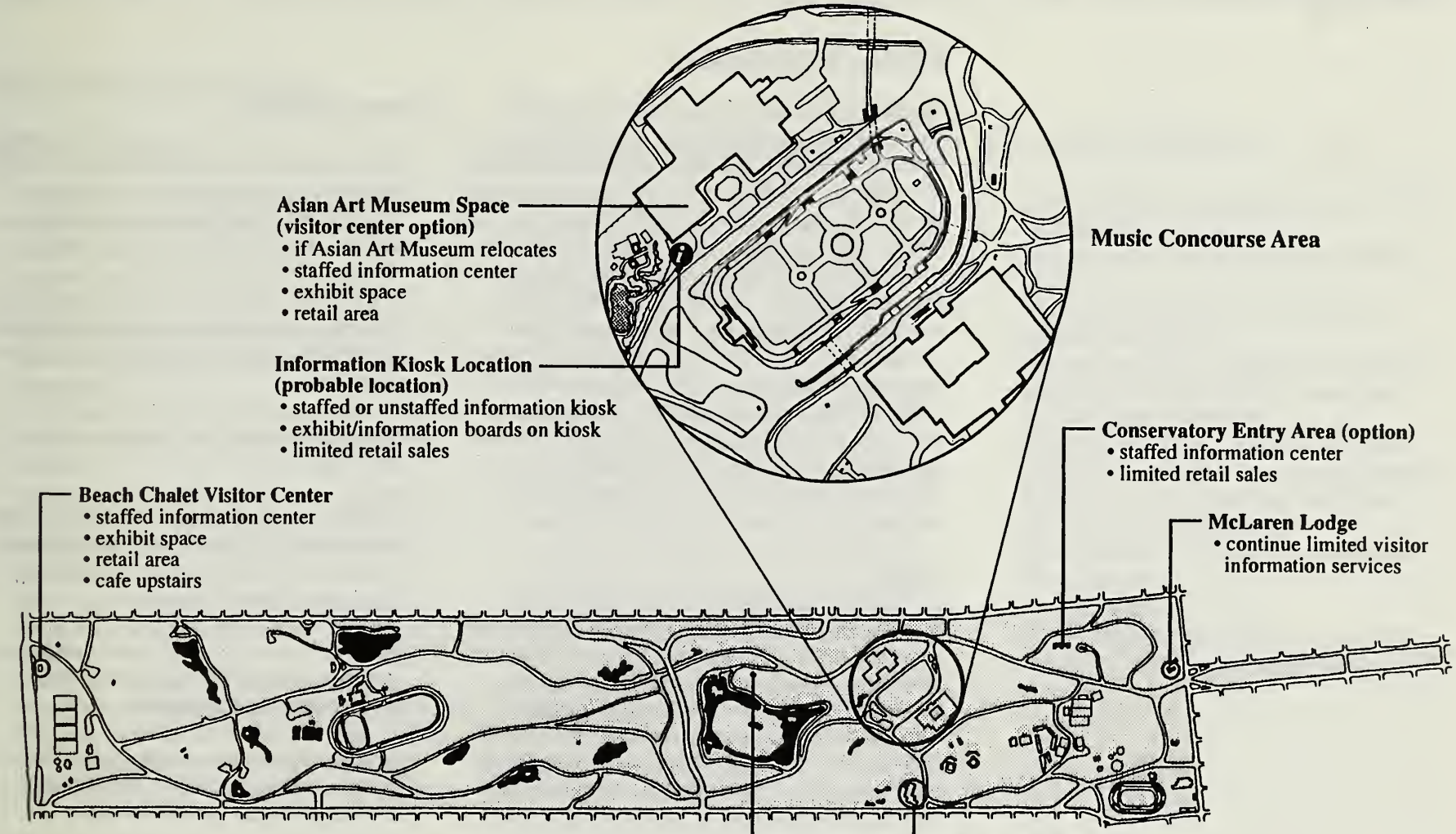
- **Conservatory.** The entry area of the Conservatory building could serve as a small park visitor center. The landmark building is the signature building of Golden Gate Park and has high visitor volumes.

- **McLaren Lodge.** McLaren Lodge will continue to provide information at the reception desk. The building currently does not have space for additional visitor services.

The western park visitor center is proposed for the ground floor of the Beach Chalet. This use would complement the cafe restaurant that is proposed for the second floor. This center would enable display of the WPA-era murals that cover the ground floor walls. It could also contain a staffed information desk, small exhibits, and the sale of park-related merchandise.

Information Kiosk

There is also a need to provide visitor information in the Music Concourse, which has the largest concentration of visitors. A small information kiosk (less than 75 square feet) would provide park information, a meeting place for tours, sales of appropriate park items, and opportunities for park fund-raising. A kiosk will also provide visibility for the park conservancy organization. The kiosk could be staffed, but should be designed to also provide information when not staffed (possibly including an interactive computer). The most likely strategic location for an information kiosk is in the paved area between the Tea Garden and the Asian Art Museum.



Visitor Information Options

Park Concessions

Throughout the park's history, concessions have played an important role in providing visitor services in Golden Gate Park. It is generally more cost effective for the City to contract out for some services than to provide them. Food vendors, boat rentals, tennis complex and golf course operation are examples of long-standing services that have been provided by concessions. The Recreation and Park Department receives a percentage of revenue, or a flat fee, from concessions. Concession contracts are awarded on the basis of competitive bids. In recent years the revenue generated from concessions has play an increasing role in supplementing the Department's budget. Revenue from concessions is estimated at over $1.1 million for fiscal year 1993-94.

Issues

It is important to balance concessions and the need to generate revenue with preservation of the park landscape and experience. Concessions should provide services that are recreational or recreation serving, and that enhance the visitors experience. Most people are pleased to have the services provided by the concessions, but there is a limit to commercialization and its appropriateness in the park setting. There have been concerns expressed about concessions that cater primarily to tourists and offer typical souvenir sales without much relevance to the park. The location and appearance of some food concessions has also been an issue. A balance is needed between the need to increase revenue and what is determined to be appropriate for Golden Gate Park. There have been recent efforts made to upgrade the appearance of concessions and the services offered.

Recommendations

- New opportunities for concessions should be explored. New or expanded concessions should meet a standard of appropriateness and be recreational or recreation serving.
- Concessions should be consistent with City Charter Section 7.403 (recreational purpose) and the Objectives and Policies for Golden Gate Park.
- Concessions should be appropriate to the park landscape.
- Retail concessions should include merchandise related to Golden Gate Park, its recreational activities, landscape, horticulture, history, and natural resources.
- Food concessions should meet appearance standards. Carts can be supplied with Golden Gate Park umbrellas.
- Food concessions within the Music Concourse should be coordinated. See the Music Concourse special area plan.

Golden Gate Park Concessions

Existing concessions:

- Golf Course - lessons, pro shop, snack bar
- South-west corner of park - bicycle and skate rental
- Music Concourse - food and beverage service
- Bus parking lot - lot operation, gift shop
- Stables - riding lessons, trail rides, horse boarding
- Children's Playground/Carousel - snack bar
- Tennis complex - lessons, pro shop, court rental
- Japanese Tea Garden - tea house, gift shop
- Conservatory - gift shop, facility rental
- Stow Lake - boat rental, snack bar, bicycle/ skate rental
- Strybing Arboretum - horticultural book kiosk, food and beverage service, facility rental
- Mobile food carts - Big Rec, Polo Field, Spreckels Lake, JFK Dr./6th Ave., Mothers Playground (MLK Dr.), Conservatory parking lot, tennis courts, Great Highway
- Kezar Parking Lot - lot operation concession

Proposed changes to existing concessions:

- Music Concourse - improved food and beverage service with cafe seating
- Bus parking lot - permanent replacement structure to consolidate temporary lot attendant and maintenance structures
- Tennis clubhouse - expanded facility (approx. 1,500 sq. ft.)
- Arboretum/County Fair Building - horticultural bookstore, park-related merchandise, cafe (within existing building footprint)
- Golf clubhouse - expanded facility (approx. 750 sq. ft.)
- Stables - improved facilities, code upgrades, replacement of temporary structures with permanent ones (these improvements have an existing environmental approval for upgrade and reconstruction: 93.547E, 10/ 27/93). The current improvement plan call for building expansion of approximately 1,000 sq. ft.
- Kezar Parking Lot - landscaping

Proposed new concessions:

- Beach Chalet - cafe, restaurant, park-related merchandise (approved)
- Sharon Building - cafe/restaurant, facility rental
- Proposed visitor centers - sale of park-related merchandise
- Pioneer Log Cabin - facility rental, gift shop
- Powell St. Railway Shelter - skate/bike rental or other concession
- South windmill area - pavilion structure (replacing millwright's house, approximately 2,500 sq. ft.) with snack bar, skate/bike rental or other concession
- Kezar Stadium - food and beverage sales, facility rental
- Carriage rides
- Park Emergency Hospital - new use to be determined, possible concession use

Park Information Signs

Historically, signs have been kept to a minimum in the park because they conflict with the pastoral nature of the landscape. With the addition of more facilities in different parts of the park, directional signs were added. Growing use of the park led to the need for more regulations, and more signs to inform visitors about the regulations. The automobile brought with it new signs and an entire motor vehicle code to govern their use.

Today, there are a great number of signs in the park (a 1984 sign survey in the park identified 542 signs that were visible along park roadways). They were added case by case as needed, rather than by any plan. The signs include those mounted on poles, freestanding, and pavement signs and generally fall into the following categories:

Park Regulations. Signs relating to public safety and park protection in regard to bicyclists, skaters, pedestrians, equestrians and other nonvehicle activities. These signs are maintained by Recreation and Park staff. Regulation signs are made of various materials, mounted in various manners (including on tree trunks) or painted on pavement.

Traffic and Parking. Signs relating to all vehicle traffic and parking regulations. As public roads, the use of these signs is governed by the California Vehicle Code and they are installed and maintained by the San Francisco departments of Public Works and Parking and Traffic.

Park Feature Signs. These are signs that indicate locations, facilities, places, street names, or provide directions to them. They are maintained by Recreation and Park staff. There are three main design types, including brown metal signs (standard recreation signs), green wood panels hung from metal brackets on poles, and wood panels between wood posts (used at some facility entrances).

Pedestal Maps. The pedestal maps are relatively recent additions to the park's signs. They consist of an illustrative park map mounted on a concrete pedestal. They are placed in strategic locations and receive frequent use by visitors. The design is vandal resistant.

Recommendations

- A comprehensive sign master plan should be developed for the park that establishes a coordinated, well designed sign system with standards for sign design, placement, and uses. Standard sign designs should complement the park's historic landscape design.

- A new system of entry signs is proposed that would provide comprehensive information at all park entries, thereby reducing the need for signs within the park. Information signs at pedestrian and bicycle entries will include a park map, park regulations, accessibility information, bicycling information, park events, emergency information, and an emergency telephone.

- Automobile entry signs should announce entry into the park, post speed limit and other vehicle restrictions, and request that park visitors drive with care. Standard vehicle signs can be mounted on larger signboards.

- Standard entry sign designs should be durable and vandal resistant, and include informational panels that can be easily updated or replaced as necessary.

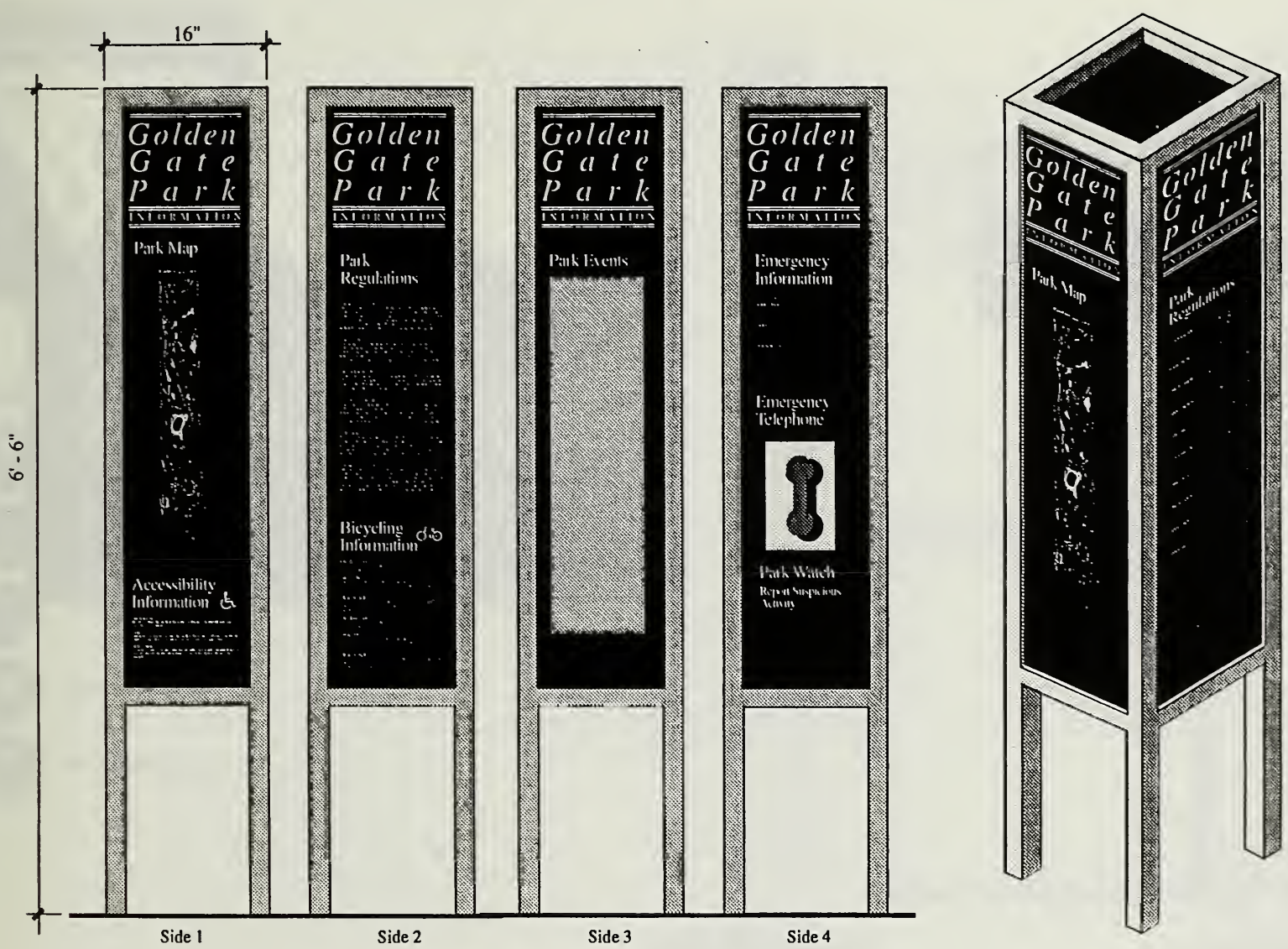
- Continue the use of concrete pedestal signs in the park. Update sign panels as needed.

- Implement a system of trail and pathway signs to foster safe trail use and cooperation between different trail users, and to communicate trail use prohibitions.

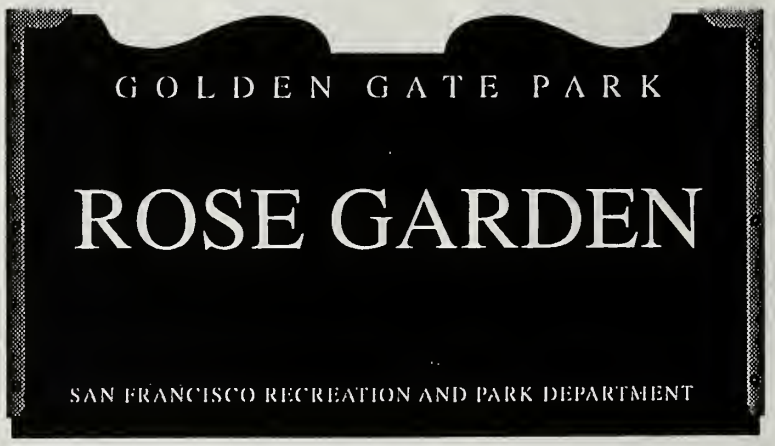
- Improve accessibility of park information through better sign designs.

- Placement of regulatory signs should meet legal requirements to facilitate enforcement of regulations.

- Brochures and maps should be developed to supplement fixed signs, providing self-guiding tours that focus on visitor activities such as bicycling, walking, horseback riding, historical tours, sculpture tours, tree tours, bird watching, and other activities.



Pedestrian and Bicycle Entry Sign Concept



Typical Park Feature Sign

12" printed sign
white image on dark green field
(Pantone 3435)

Trail Sign Symbols

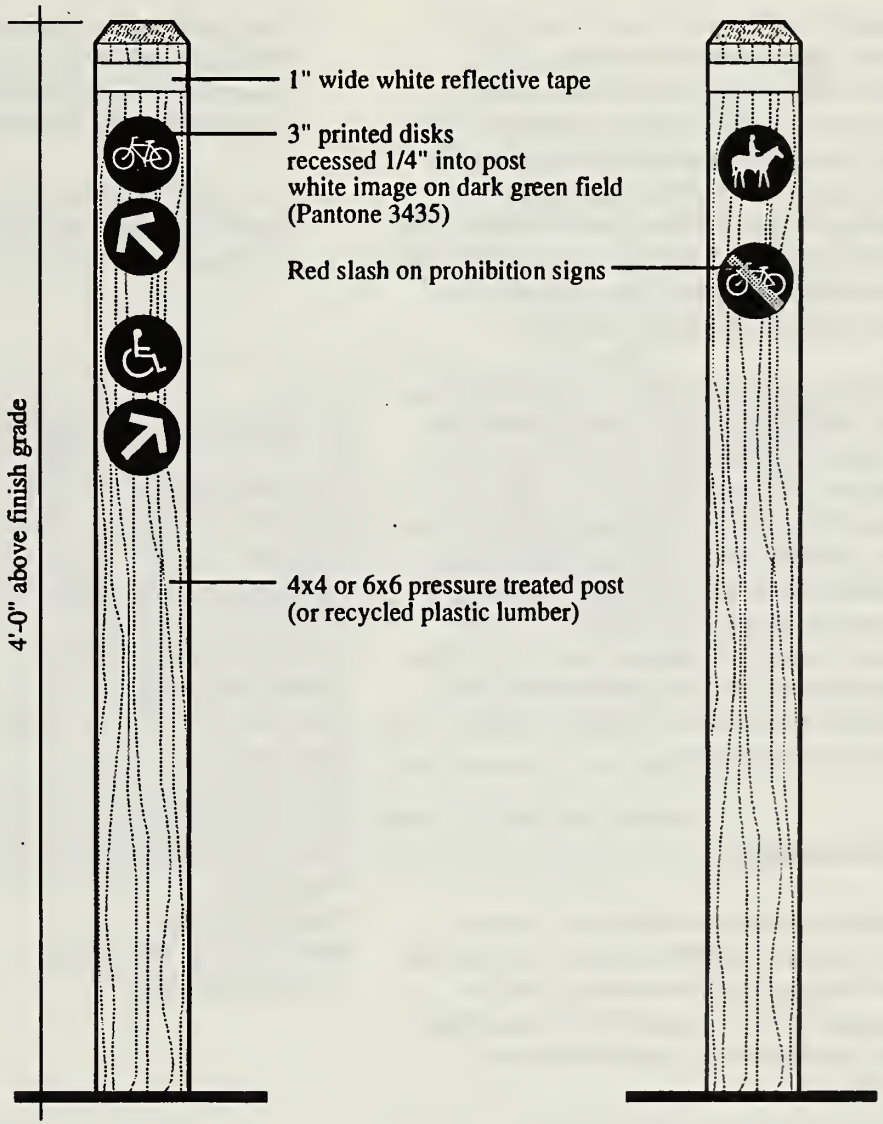
pedestrian route

accessible route

bicycle route

equestrian route

directional arrow



Trail and Path Signs

Restrooms

The condition of the park's restrooms greatly influences visitor perceptions of the park's condition and management. Many of the restrooms are in poor condition, needing major repairs, or do not meet accessibility standards. The design of some is dark and cramped. Depending on their location, some restrooms are abused frequently and are often dirty, others are well maintained and kept clean. Some of the problem restrooms have been closed.

Many of the restrooms will be rebuilt with funds from the 1992 Golden Gate Park Infrastructure Bond. Almost all will need accessibility improvements. The complexity of the upgrades will determine which of three courses of actions to take: rehabilitation within an existing structure, rehabilitation with a slight enlargement of an existing structure, or demolition and construction of a replacement structure. In the case of a replacement structure, locations may be shifted slightly to improve access or reduce impacts of the structure.

Recommendations

- Restore restrooms with priority given to removing accessibility barriers. Mechanical and structural improvements should be coordinated with accessibility work, which may require minor expansion of some buildings.

- Where feasible, preserve the architectural quality of restroom buildings, particularly those constructed during the WPA period.

- Some restrooms will require new structures when the existing ones cannot be adapted. New restroom structures should be appropriately designed for Golden Gate Park.

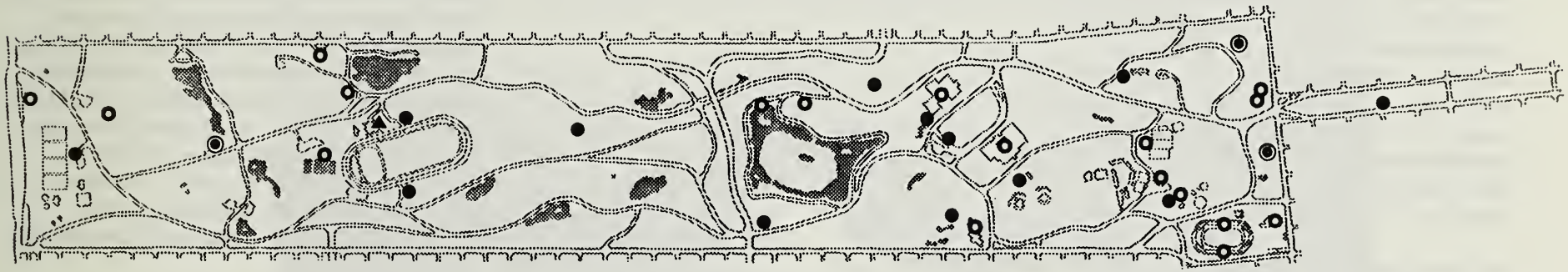
- Reopen restrooms that have been closed. Provide adequate security and maintenance to keep all restrooms in good condition.

Separate Restroom Buildings:

Arboretum
Bandstand Annex
Big Rec
JFK Drive at North Lake
Children's Playground
Conservatory Drive West
Horseshoe Courts
Meadow west of Rose Garden
Tea Garden
Mother's Meadow
North Training Quarters (Polo Field)
South Training Quarters (Polo Field)
Panhandle
Stanyan & Page
Beach Chalet Soccer Field
Speedway Meadow

Restrooms within Larger Structures:

Anglers' Lodge
Academy of Sciences
Sharon Building
DeYoung Museum/Asian Art Museum
Golf Course
County Fair Building
Model Yacht Club
Stow Lake Boathouse
Tennis Clubhouse
McLaren Lodge
McLaren Lodge Annex
Beach Chalet
Lawn Bowling Clubhouse
Pioneer Log Cabin
Senior Center
Kezar Pavilion
Kezar Stadium



- ● Separate restroom buildings
- ◉ Closed restrooms to be reopened
- ○ Restrooms within larger structures
- ▲ Proposed new public restrooms

Public Restrooms

Park Furnishings

Benches

Benches are scattered throughout Golden Gate Park and are an important element for passive use of the park. Benches create social spaces in the park. There are several types of benches in the park, most with concrete or metal frames and wood slats. Most benches are painted green, although some are natural wood. The benches are basic designs, without a distinctive character. A memorial bench policy provides guidelines for donated benches with a recognition plaque. A minimum donation of $3,000 covers purchase and installation of a bench (for an estimated 5-year bench life), routine maintenance and repair, administration of the Memorial Bench Program, and a contribution to a park maintenance endowment fund.

Recycled plastic lumber is gaining popularity for many uses, including landscape furnishings. Purified high density polyethylene (HDPE) is the best material for landscape use. It is durable and resists damage from sunlight or vandalism. The material has integral color and will not absorb moisture, rot, peel, or splinter. Other benefits of using recycled plastic lumber are reuse of fossil fuels, reduction of landfill materials, and timber and ecosystem preservation.

Recommendations:

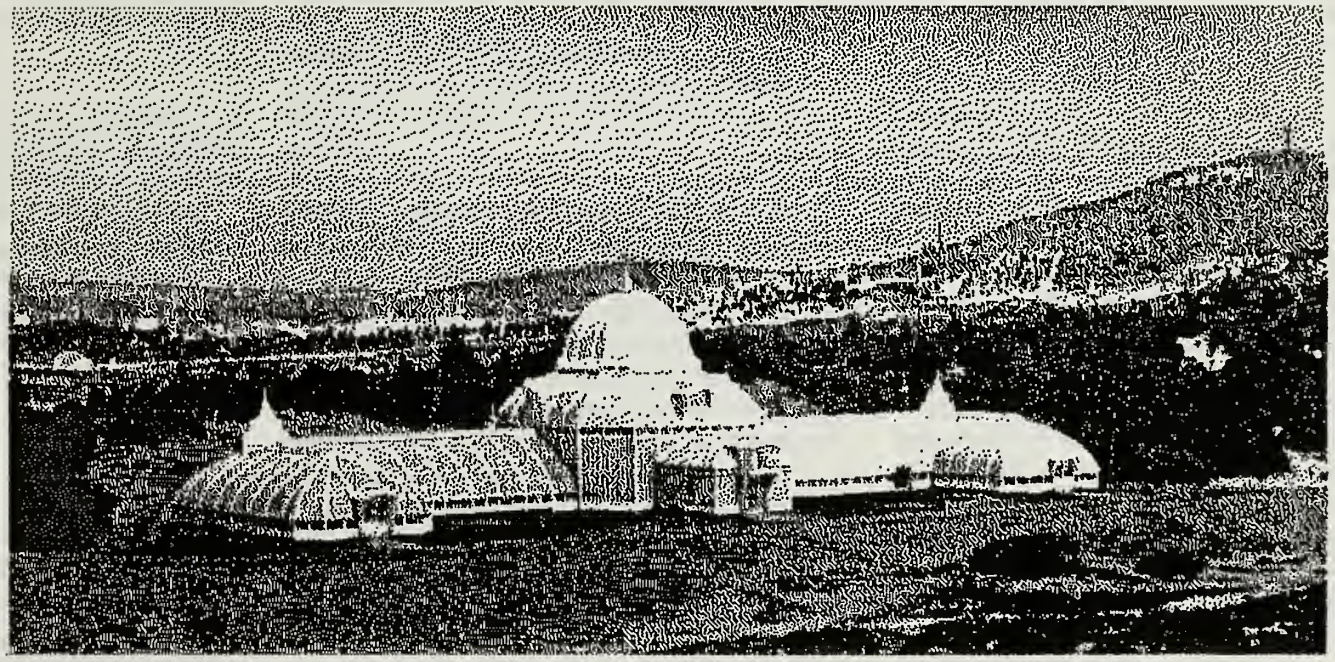
- Standard and distinctive designs should be selected for Golden Gate Park benches that complement the park setting, resist abuse, and are cost effective. There should be an ornamental bench for formal areas, and a simplified design for other areas. The benches should be selected from standard commercial designs that will available in the future.
- Designs utilizing recycled plastic lumber (purified HDPE) should be considered.

Trash Receptacles

There are trash receptacles scattered throughout the park, most in high activity areas. Despite the number of trash receptacles, litter is a problem in the park. In some high use areas the trash receptacles fill up quickly, resulting in trash being piled around it. Dumping of household trash is a problem in some areas, particularly where there are larger dumpster type receptacles. The dumpster-type trash receptacles are used because they can be easily emptied into garbage trucks. The dumpsters however, are unsightly and the locations that are accessible to trucks are usually highly visible. Many of the other trash receptacles are recycled storage drums that, while economical, are unsightly. Like other park furnishings, trash receptacles should contribute to the park setting rather than detract from it.

Recommendations:

- A trash receptacle design should be chosen that can be serviced economically and is more appropriate for the park setting. An appropriate design should be used in high visibility areas such as the Music Concourse.
- Where dumpster-type trash receptacles are necessary, an enclosure should be used to screen the dumpster.
- Priority should be given to providing staff to service trash receptacles at frequent intervals.
- Continue to encourage volunteer and neighborhood groups to assist with litter pick up.



Conservatory

Buildings and Monuments

Buildings and Structures

Most buildings and structures in Golden Gate Park will receive modifications to improve seismic characteristics and meet new accessibility codes and regulations. These modifications are expensive, and will be phased as funding is made available and as regulations require. Some of the modifications may require changes to a building's appearance or footprint. In some cases, restrooms will need to be enlarged and new entries and ramps constructed.

Alteration of historic and landmark buildings will strive to minimize impacts to the historic integrity of the structures. In the case of necessary significant alterations, structures will be documented with photography and other appropriate means, prior to alterations. The approval process for alternations to historic structures will include review by the Landmarks Commission and the Arts Commission.

Recommendations

Beach Chalet. The Beach Chalet, built in 1925, was San Francisco architect Willis Polk's last commission. The downstairs served as a "commodious restroom" for beach visitors and the upstairs was a restaurant with seating for 200. In 1936 the walls of the first floor were adorned with murals by San Francisco artist Lucien Labaudt. The work was funded by the Federal Art Project of the WPA.

In the 1980's the building was partially rehabilitated to provide for major infrastructure improvements, including seismic strengthening and restoration of the murals. Additional funding from the federal Intermodal Surface Transportation Efficiency Act and the 1992 Golden Gate Park Infrastructure Bond has been secured for additional improvements, including accessibility to make the first floor suitable for use as a park visitor center. The visitor center would provide visitor information, exhibits, and display of the murals. The Recreation and Park Department is currently seeking a concessionaire to lease and operate the second floor of the building for a cafe/ restaurant and environmental retail. The costs for the visitor center exhibits are expected to be $200,000. Funding for the exhibits is a high priority.

Carousel. The historic carousel structure was built in 1889, and housed the original carousel which was replaced with the present one in 1941. The carousel, the Sharon Building (1888), and the children's playground (1888) comprised one of the earliest children's facilities in a public park. The building has undergone several restorations over the years and is in good condition; however, the structure seismic rating is very poor and upgrading the structure should be a high priority. The carousel itself was restored in 1984. In 1993, the building was painted and damaged window panes replaced. The mechanical organ is in need of restoration.

Conservatory. The Conservatory is one of the most visible and historically significant structures in San Francisco. Built in 1878, the Conservatory was one of the first structures in Golden Gate Park. It has undergone several partial restorations over the years, most recently in 1966 and 1981; however, the structure has significant deterioration and seismic deficiencies that are yet to be corrected. The deterioration is due to the age of wood members and the buildings humid environment. The seismic rating along with its visibility, use, and historic value, places the Conservatory high on the list for future rehabilitation plans.

The Rose House is a nursery support structure of the Conservatory. It is so badly deteriorated that its demolition is necessary. Panels of the original structure will be saved to be used as models for a future reconstruction. A special area plan to identify needed improvements will include the Conservatory, its ancillary buildings, and Conservatory Valley. An additional 3,000 square feet of modern nursery facilities is under consideration within the existing service yard.

County Fair Building. The County Fair Building, built in 1961, contains a gallery, auditorium, recreation and meeting rooms, and office space. The building is in good condition but needs some seismic upgrading and asbestos removal. A potential new use for a portion of the building is a joint visitor center for the park and the arboretum. This development could include an exhibit area, horticultural and park related retail sales, and possibly other revenue generating uses. A separate planning process, part of a special area master plan for the arboretum, is underway to plan for redevelopment of the building.

Equestrian Center. The equestrian center was built as a WPA project in 1938 and consists of four cast concrete stables, a concrete grandstand with stables beneath, several wood frame buildings, and related temporary buildings. The condition of the structures is generally fair to poor, with numerous maintenance, structural, and seismic problems. There are also building code issues that need to be

addressed. Improvements to the equestrian center will be a part a future concession agreement. The central ring may be covered to enhance use of the facility. A perimeter fence may also be added for night security. Temporary structures should be replaced with permanent ones. The replacement structures may involve an addition of approximately 1,000 square feet to house a caretaker's unit and other uses.

Golf Course Clubhouse. The golf course clubhouse will receive accessibility improvements, and may be enlarged approximately 750 square feet to improve support services.

Kezar Pavilion. Kezar Pavilion is a gymnasium building that has 4,000 seats for basketball and other court games. The building condition is fair and but needs seismic upgrading, which is not extensive, but it will be costly due to the building's size. The building also needs accessibility improvements.

McLaren Lodge. McLaren Lodge is the administrative headquarters of the Recreation and Park Department. It was built in 1896 to house the Park Commission offices and as a residence for John McLaren. Today, it is used for offices and assembly purposes. It also houses the offices of the Friends of Recreation and Parks and provides limited visitor information at the reception desk. The building is in fair condition. Because of its high visibility, use, and need for seismic, accessibility and other improvements, McLaren Lodge is a high priority for future rehabilitation plans.

Millwright's House. The millwright's house, adjacent to the south windmill, dates from 1909 and is currently used as a caretaker's residence. The structure requires extensive structural and accessibility improvements, making it unfeasable to renovate for a new park use, and is therefore recommended for demolition. When the building is removed, the site could be considered for other uses, including a new pavilion structure (of approximately 2,500 square feet) with visitor services for this area of the park.

Murphy's Windmill. The south windmill was built in 1906 to pump well water to other areas of the park. It has fallen into disrepair, its sails have been removed, and the structure is deteriorating. This plan calls for its restoration similar to that of the north windmill. Both windmills are highly visible features of the west end and their condition reflects on the condition of the park.

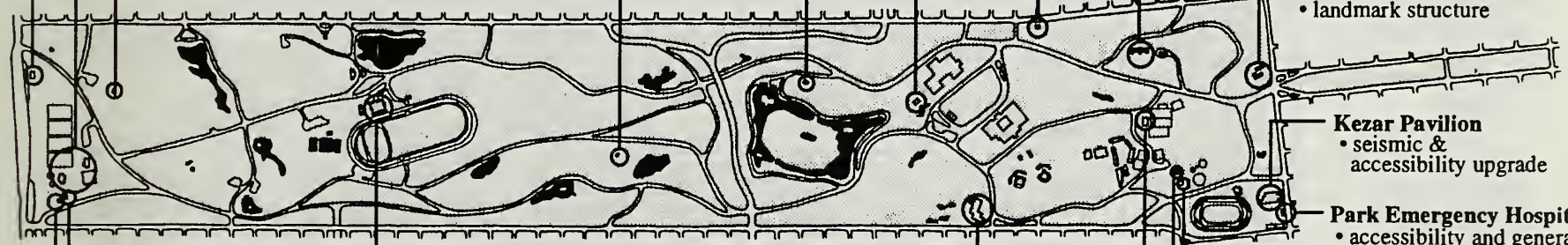
Park Emergency Hospital. This structure served as a San Francisco Department of Public Health emergency hospital from 1902 until 1978. It continued as an ambulance station until 1991. The building will require extensive work for accessibility and seismic improvements to make it suitable for a new use. If the improvements can be made, the structure may provide a new location for recreational activities. Another possible use would be as offices for a park conservancy organization.

Pioneer Log Cabin. The Pioneer Log Cabin was built in 1911 and expanded in 1931. It originally served as a meeting house for the Pioneer Mothers Club. A restoration of the building was recently completed. The addition of a basic kitchen (now funded) will make the building suitable for weddings and event rentals, or as a visitor center with exhibits and programs.

Powell Street Railway Station. The railway shelter on Fulton Street at 7th Avenue was built in 1889, and was once a major entrance for visitors arriving by steam trains and later by cable cars. The historic structure is in good condition. It is recommended to re-establish the railway shelter as a transit portal and pedestrian entrance. This will require designing a new path into the park and opening a visual corridor between the railway shelter and JFK Drive. The structure may also serve as a location for a revenue generating concession that is compatible with the entry such as bicycle and skate rental or other park related business.

Sharon Building. The Sharon Building was built in 1888 as a canteen serving children and mothers visiting the children's quarter. The building was seriously damaged in the 1906 earthquake and reconstructed. A fire damaged the building in 1974 and the structure was again restored, with the final phase of work being completed in 1992. The building currently serves as an art center for the Sharon Arts Program, however the program has outgrown the facility and a larger, permanent facility is being sought. Once a new home has been found for the art program, the building could be restored to its original use as a cafe/restaurant or other visitor serving purpose.

Tennis Clubhouse. A limited expansion of approximately 1,500 square feet is under consideration for the tennis clubhouse to improve user services and revenue generation potential, and for accessibility improvements.



Beach Chalet
- accessibility improvements
- western park visitor center
- cafe upstairs
- sculpture garden

Sunset Richmond Treatment Plant
- demolish all buildings and structures

Pioneer Log Cabin
- potential revenue generator as rental facility
- needs kitchen improvements

Urban Forestry Center Buildings
- code and general upgrade

Golf Course Clubhouse
- accessibility improvements
- may be expanded 750 sf for improved support services

Japanese Tea Garden Buildings
- accessibility improvements

Powell St. Railway Station
- general restoration
- historic structure
- improve park entry

Conservatory
- seismic & structural upgrade
- landmark structure
- visitor center in entry area
- additional 3,000 sq. ft. of nursery facilities within existing yard

McLaren Lodge
- seismic upgrade
- landmark structure

Kezar Pavilion
- seismic & accessibility upgrade

Park Emergency Hospital
- accessibility and general upgrade needed
- new facility for recreational activities
- landmark structure

Equestrian Center
- seismic & code upgrade
- replace temporary structures with permanent ones (including 1,000 sq. ft. expansion)
- central ring may be covered

Millwright's House
- recommended for demolition due to costs associated with structural upgrade
- may be replaced with a new pavilion structure (approx. 2,500 sq. ft.) that includes opportunities for concessions, restrooms, and other visitor services.

Murphy's Mill
- exterior restoration
- eligible for landmark status

County Fair Building
- seismic upgrade
- possible redevelopment as visitor center for arboretum & park
- asbestos removal

Tennis Clubhouse
- general upgrade
- potential revenue generator with expansion of approx. 1,500 sq. ft.

Carousel
- seismic upgrade
- eligible for landmark status

Sharon Building
- restaurant and children's center
- potential revenue generator
- proposals for reuse require that a suitable space be found to relocate the Sharon Arts Program

Buildings and Structures

Buildings and Structures Inventory

NAME	PRIORITY RATING	DATE BUILT	HISTORIC STATUS	BUILDING CONDITION	SQUARE FOOTAGE	POTENTIAL REVENUE	CURRENT USE	PROPOSED USE	SEISMIC RATING	ESTIMATED UPGRADE COST
Beach Chalet	High	1925	Landmark #179	Fair	9,000	Yes	Unused	Visitor Center/ Cafe		N/A
Carousel	High	1889	Contributing	Fair	3,800	Possible	Carousel	Carousel	4	$488,100.
Conservatory (1)	High	1878	Landmark #50	Fair	27,900	Yes	Conservatory	Conservatory	3	$2,113,600.
County Fair Building	High	1961	Noncontributing	Good	26,183	Yes	Assembly	Visitor Center/ Assembly	2	$375,600.
Equestrian Center		1939								
Stables	High		Contributing	Fair	38,000	Yes	Stables	Stables	2	
Grandstand	High		Contributing	Poor			Grandstand	Grandstand	unkn.	
Total										$488,000.
Kezar Pavilion (2)	High	1926	Contributing	Fair	37,500	Possible	Pavilion	Pavilion	2	$1,434,800.
McLaren Lodge (3)	High	1896	Landmark #175	Fair	11,500	Possible	Admin/Assembly	Admin/Assembly	4	$1,538,000.
Murphy's Mill	Medium	1906	Contributing	Poor	700	No	Abandoned	Historic Attraction	2	$862,000.
Tennis Clubhouse	High	1950	Noncontributing	Good	1,500	Yes	Clubhouse	Clubhouse	1	$68,600.
Emergency Aid Station	Medium	1902	Landmark #201	Poor	2,733	Possible	Storage		N/A	N/A
Japanese Tea Garden	Medium	1894	Contributing	Good	2,600	Yes	Garden	Garden	2	$52,200.
Pioneer Log Cabin	Medium	1911	Contributing	Fair	1,500	Yes	Unused	Rental Fac.		N/A
Powell Street RR Station	Medium	1889	Contributing	Good	768	No	Unused	Entry/concession	1	$21,000.
Urban Forestry Center	Medium	1930's	Noncontributing	Fair	3,100	No	Forestry Office	Forestry Office	1	$146,400.
Angler's Lodge	Low	1936	Contributing	Fair	1,700	Yes	Clubhouse	Clubhouse	1	$100,400.
Chinese Pavilion	Low	1981	Contributing	Good	400	No	Pavilion	Pavilion	1	$19,000.
Corporation Yard	Low		Noncontributing	Fair	35,170	No	Maintenance	Maintenance	1	$241,200.
Golf Clubhouse	Low	1950's	Noncontributing	Good	600	Yes	Clubhouse	Clubhouse	1	$6,000.
Helen Crocker Russell Horticultural Library	Low	1972	Noncontributing	Excellent	2,370	Possible	Library	Library	3	$98,400.
Lawn Bowling Clubhouse	Low	1915	Landmark #181	Fair	600	Yes	Clubhouse	Clubhouse	1	$85,600.
Model Yacht Club	Low	1938	Contributing	Good	2,250	Yes	Clubhouse	Clubhouse	2	$115,400.
Murphy's Mill House	Low	1909	Contributing	Poor	2,200	No	Residence	Demolish	3	

NAME	PRIORITY RATING	DATE BUILT	HISTORIC STATUS	BUILDING CONDITION	SQUARE FOOTAGE	POTENTIAL REVENUE	CURRENT USE	PROPOSED USE	SEISMIC RATING	ESTIMATED UPGRADE COST
North (Dutch) Windmill	Low	1902	Landmark #147	Fair	750	No	Windmill	Windmill	N/A	N/A
Nursery & Greenhouse (4)	Low	1924 - 1988	Noncontributing	Good	23,000	No	Nursery	Nursery	2-3	$492,000.
Portals of the Past	Low	1909	Contributing	Poor	75	No	Portals	Portals	3	$75,200.
Senior Center	Low	1932	Noncontributing	Good	7,600	Possible	Senior Center	Senior Center	3	$468,000.
Sewage Treatment Plant	Low	1937	Contributing	Fair	58,279	N/A	Sanitation	Demolish	3	$2,310,000.
Sharon Building	Low	1888	Landmark #124	Good	9,225	Yes	Art Center	Cafe/restaurant	N/A	N/A
Spreckels Temple of Music	Low	1900	Contributing	Good	5,191	Yes	Bandstand	Bandstand	N/A	N/A
Stow Lake Boathouse	Low	1946	Contributing	Fair	3,500	Yes	Clubhouse	Clubhouse	2	$97,200.
Strybing Arboretum Bldgs.	Low		Noncontributing	Good	12,500	Possible	Interpretive	Interpretive	3	$28,000.
Sweeny Observatory	Low	1891	Contributing	Poor	NA	No	Ruin	Ruin	N/A	N/A
Park Police Stables	N/A	1936	Contributing	Good	11,800	N/A	Stables	Stables	N/A	$28,000. (not in total)
TOTAL										$11,724,700.

(1) Rating and cost estimate from "Seismic Assessment of Various City-Owned Buildings, Conservatory, 1992."
Building costs are included in the estimate for seismic work.
(2) Rating and cost estimates from "Seismic Assessment of Various City-Owned Buildings, Kezar Pavilion, 1992."
(3) Rating and seismic cost estimate from "Seismic Assessment of Various City-Owned Buildings, McLaren Lodge, 1992."
Building costs from "City and County of San Francisco, CAMS, Facility Condition Monitoring Report," March, 1992.
(4) Rating and cost estimates from "Seismic Assessment of Various City-Owned Buildings, Nursery, 1992."

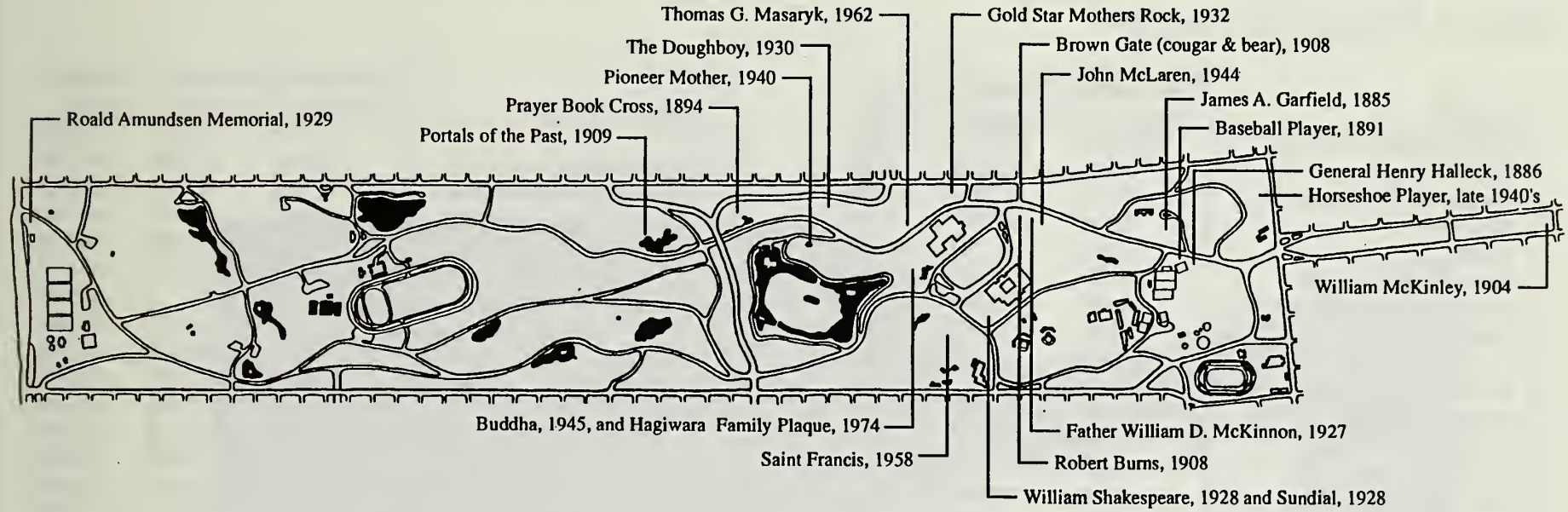
Monuments and Statues

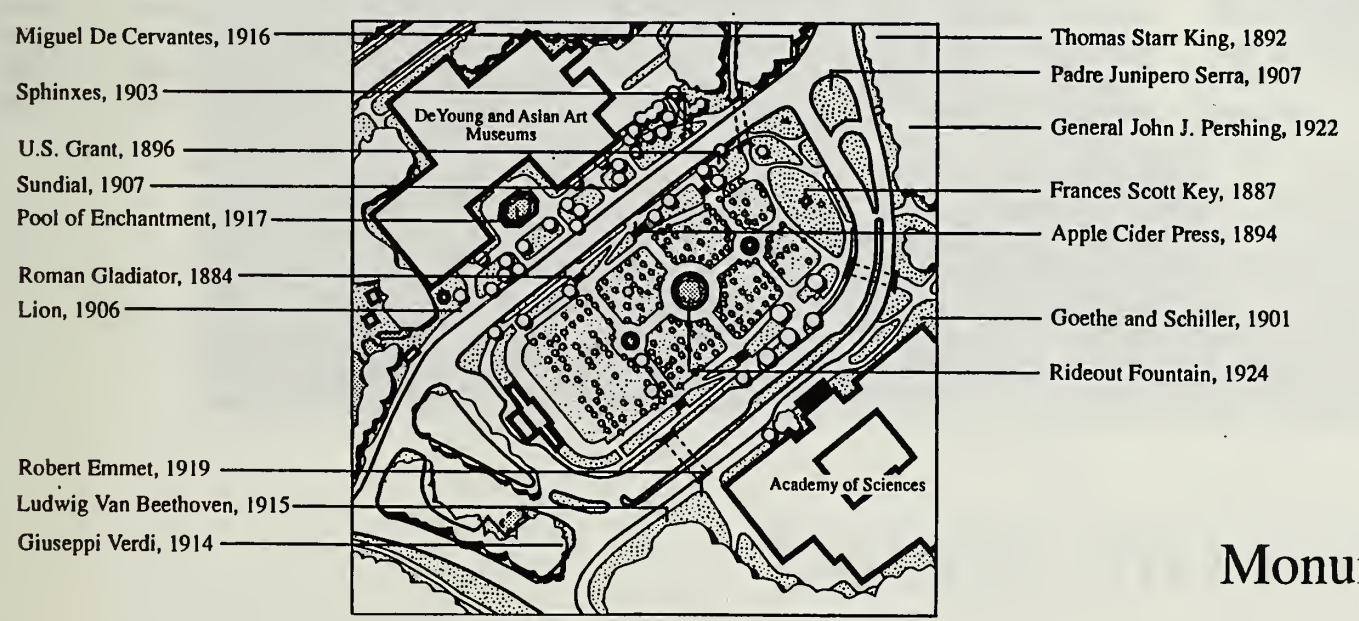
There are over three dozen monuments and statues sited around Golden Gate Park. Together, they comprise a remarkable collection of works by many noted sculptors. Each one tells a story or has a history lesson. Most were donated by groups or persons wishing to make a commemoration in a public place. These gifts were not without controversy. Park purists like John McLaren and Frederick Law Olmsted objected to placing statues in the park landscape because they would detract from the pastoral nature of the landscape and its role as an urban escape. The Park Commission (later the Recreation and Park Commission) was concerned that the statues and monuments would become maintenance problems. Today Golden Gate Park has a rich sculptural heritage, and a problem in maintaining these works of art properly.

Many of the statues and monuments are made of bronze. Air pollution, salty sea air, and moisture combine to form compounds that are corrosive to bronze. Proximity to vegetation and irrigation creates a moist environment that encourages corrosion. The result is a porous and encrusted surface that retains moisture and accelerates the corrosion process. Monuments and bases that are made of stone are also subject deterioration. Mortar is weakened and moss and small plants grow in cracks, further weakening the structure. Graffiti and vandalism are also problems. This creates an impression of neglect which encourages more vandalism.

Fortunately, the level of deterioration on most monuments is not beyond restoration. Each monument has been surveyed to assess its condition and establish conservation recommendations. In most cases, the bronze pieces can be restored by removing the corrosion, replacing with a stabilized patina, and then coated with protective layers that will resist continued degradation. When restored, maintenance of the sculpture will be an ongoing process to ensure their continued preservation.

To address maintenance of outdoor sculpture in Golden Gate Park, the San Francisco Art Commission has joined with the Recreation and Park Commission to establish the Adopt-a-Monument Program. The program was begun to provide a means of raising funds for the restoration and maintenance of the park's outdoor sculpture. Estimates have been made for the cost of needed conservation measures, the cost for ongoing maintenance (based on a four-year cycle), and the amount for an endowment to fund the ongoing maintenance cost.





Music Concourse Area

Monuments and Statues

Adopt-a-Monument Program

Name	Conservation Treatment	Maintenance Endowment	Adoption Total
1. Roald Amundsen Memorial	$3,000	$6,400	$9,400
2. Baseball Player	13,500	23,000	36,500
3. Cougar and Bear (Brown Gate)	9,700	21,750	31,450
4. Beethoven	14,500	23,000	37,500
5. Buddha	81,000	28,150	109,150
6. Robert Burns Memorial	18,250	19,200	37,450
7. Miguel De Cervantes Memorial	20,000	23,000	43,000
8. Apple Cider Press	13,000	17,900	30,900
9. The Doughboy	9,550	17,900	27,450
10. Robert Emmet Memorial	5,500	8,900	14,400
11. James A. Garfield Memorial	34,000	35,800	69,800
12. Goethe & Schiller Memorial	20,250	30,700	50,950
13. U.S. Grant Memorial	37,000	20,450	57,450
14. Gold Star Mothers Rock	5,000	10,250	15,250
15. Hagiwara Family Plaque	2,000	3,850	5,850
16. General Henry W. Halleck	8,750	14,100	22,850
17. Horseshoe Player	15,000	19,200	34,200
18. Francis Scott Key Monument	51,000	43,450	94,450
19. Thomas Starr King Memorial	17,500	28,150	45,650
20. Lion	7,750	12,500	20,250
21. Roman Gladiator (Leonidas)	15,250	28,150	43,400
22. Thomas G. Masaryk Memorial	4,250	8,950	13,200
23. William McKinley Monument	23,500	25,600	49,100
24. Father William D. McKinnon	14,500	19,200	33,700
25. John McLaren Statue	5,000	8,950	13,950
26. General John J. Pershing			Adopted
27. Pioneer Mother	20,000	25,600	45,600
28. Pool of Enchantment	3,750	8,950	12,700
29. Portals of the Past	16,000	17,900	33,900
30. Prayer Book Cross	39,500	38,350	77,850
31. Rideout Fountain	12,500	17,900	30,400
32. St. Fracnis Feeding the Birds	4,500	7,700	12,200
33. Padre Junipero Serra Monument	19,500	30,700	50,200
34. William Shakespeare Statue	6,000	7,700	13,700
35. Sphinxes	16,000	14,100	30,100
36. Sun Dial (in Shakespeare Garden)	2,750	6,400	9,150
37. Sun Dial (on Tea Garden Drive)	4,900	6,400	11,300
38. Guiseppe Verdi	38,500	35,800	74,300

Stow Lake

Utilities and Infrastructure

Utilities and Infrastructure

The utilities and infrastructure that support the recreation activities in Golden Gate Park are largely hidden and unnoticed, but without them the park could not function. Many of these services, including electrical, water supply and distribution, and sewers date from the early part of this century and some from the last century. These systems are antiquated and in very poor condition. Some require expensive ongoing maintenance to keep them functioning and some present safety hazards.

The 1992 Golden Gate Park Infrastructure Bond, approved by San Francisco voters, provides over $70 million for the reconstruction of the park's utilities and infrastructure. The construction work, which will occur over ten years, is being planned to minimize disruption of park activities. Work is organized to comprehensively upgrade all utilities at one time in each park area to limit disturbances. Construction activities are also being planned to minimize impacts on wildlife and natural systems.

The existing utility systems have had a long and useful life. The replacement systems to be installed are also designed for long life and some will provide significant savings in lower maintenance costs that can be used for other park needs.

Water System

The park's water system makes possible the verdant landscape we see today. Much of the existing water system was constructed over 75 years ago and has problems including insufficient water supply and water pressure, and sediment in the water from old wells, pumps, and pipelines. The park's internal water system for irrigation and lakes is fed from park wells, and serves approximately two-thirds of the park. The other areas of the park have municipal water service, metered from Fulton Street or Lincoln Way. Drinking water in the park is from municipal water. A productive aquifer lies within the sands beneath the park. The development of the park's own water system was spurred by the City's dispute with the Spring Valley Water Company over high water charges in the early years of the park. The park's system has been an economical source of high quality water for the park's irrigation and lake needs.

Much of the existing water system is in poor condition due to its age. The existing water system consists of the following components:

- **Wells and Pumps.** There are seven wells and pumps, of which six are currently active with a capacity to produce 3,750 gpm (gallons per minute). Only one of the wells, Elk Glen (1982), is a major producer in good condition. The Alvord well is relatively new (1984) but has relatively low production. The other wells, which are between 50 and 70 years old, are probably in poor condition due to their age and corroded casings. Many of the pumps are also very old and reaching the end of their useful lives.

- **Reservoirs.** There are three concrete-lined reservoirs (North Mill, Strawberry Hill, and Waterworks) with a combined storage capacity of 890,000 gallons. The largest of these, the Strawberry Hill reservoir, is small and in poor structural condition in the event of an earthquake. Elk Glen Lake and Stow Lake are also used for water storage, although only a small portion is available for irrigation use. The primary problems are a lack of storage capacity to serve some areas of the park. Gravity flow also results in low water pressure in some areas.

- **Distribution System.** The main water pipelines consist of cast iron pipe with caulked joints in diameters of four inches and larger, and galvanized steel pipe in diameters of smaller than three inches. The iron pipe is in fair condition, but the galvanized steel pipe is badly corroded and requires replacement. There may be considerable leakage from caulked joints. Many of the valves are old and in poor condition, and many pipelines are undersized for projected needs. There are no accurate maps of the existing water pipelines.

Water Consumption

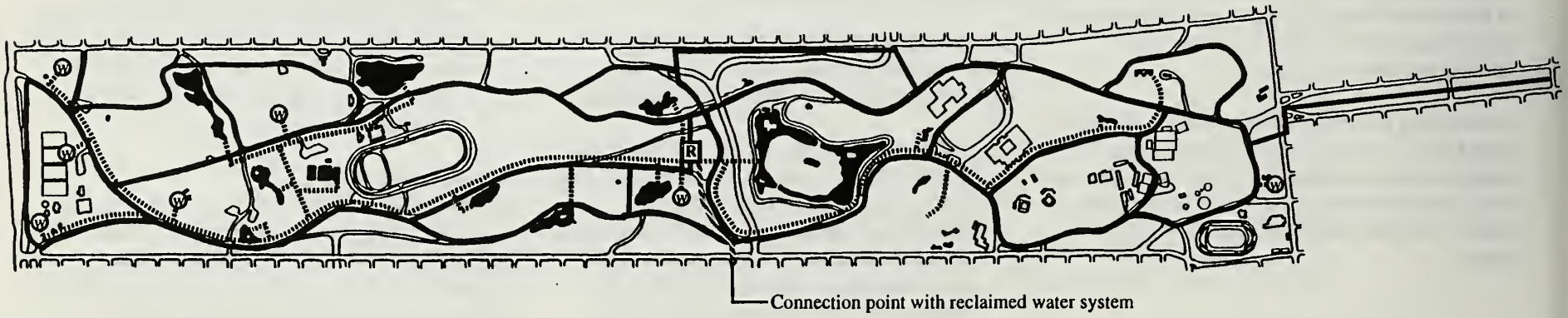
The total park irrigation need is estimated to range between 1.5 mgd (million gallons per day) during low use periods, to 4.0 mgd during high use periods. Currently, two-thirds of water used is supplied by well water, and one-third by municipal water. It is estimated that, if run continuously, the seven existing wells could produce a daily yield of 5.4 mgd. The current use of municipal water is a result of the lack of a storage and distribution system in some park areas, and the need to reconstruct wells, rather than a lack of potential well water supply.

Water Supply System Master Plan
The majority of funds from the 1992 Golden Gate Park Infrastructure Bond will be used to rebuild the park's water system. A master plan has been developed to guide the reconstruction of the water system. The plan is based on the following primary design criteria:

- low maintenance and operation requirements
- simplicity of operation and maintenance
- dependable supply of clean, high pressure water for irrigation and lakes
- flexibility to utilize well water and/or reclaimed water as a supply source
- the system should have a useful life of 50 to 100 years
- compatibility with the Golden Gate Park Master Plan
- minimum disruption of the park, and the existing irrigation system, during construction.

The proposed irrigation and lake water system divides the park at Transverse Drive into two water pressure zones due to the elevation difference between the eastern and western ends of the park. A central pumping plant will be constructed near the composting area which will supply all the pressurized water for park irrigation and will accommodate the use of both well water and reclaimed water. Replacement wells will be constructed primarily in the western area of the park and will pump directly to a central, covered storage reservoir which will be adjacent to the central pumping plant. The primary irrigation pipeline system will distribute well water or reclaimed water. A secondary pipeline system will be provided for distribution of well water only for use in lakes and for irrigation of sensitive plant areas.

Proposed Irrigation and Lake Water Supply System



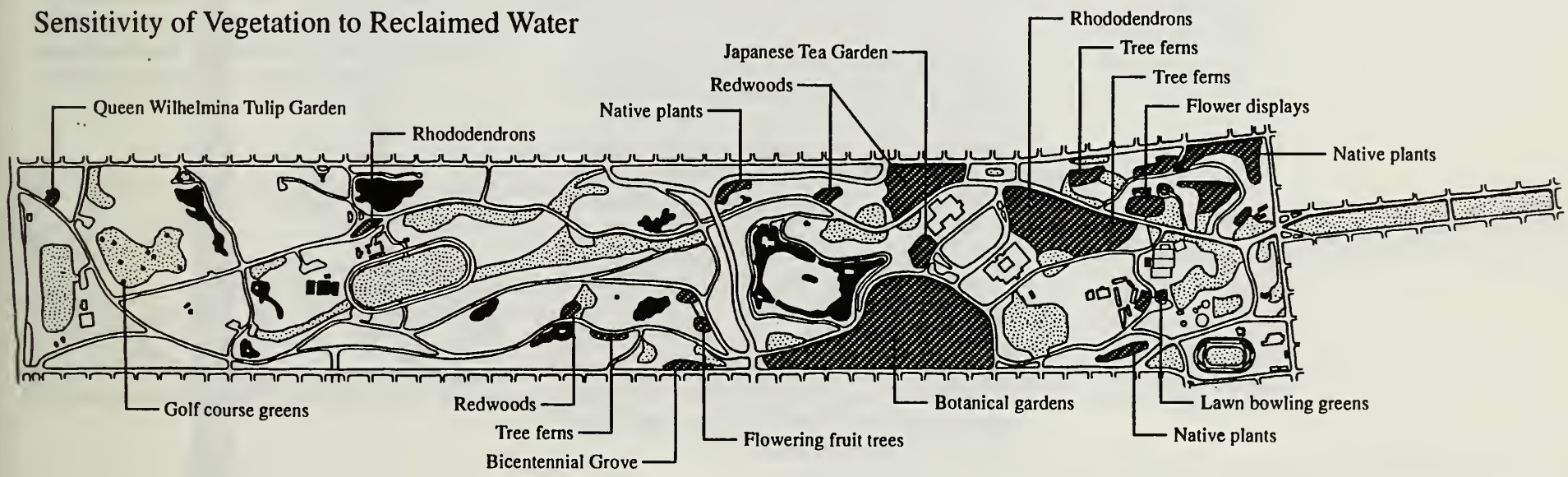
Legend

- Non-potable irrigation (well water only)
- Non-potable irrigation (well water and/or reclaimed water)
- Reclaimed water
- New or existing well
- Central pumping plant and new reservoir

Use of Reclaimed Water

San Francisco is planning for the use of reclaimed waste water. A tertiary treatment plant is proposed in the western part of the city, which could provide a supply of reclaimed water for appropriate uses in Golden Gate Park and elsewhere. Reclaimed water, although completely safe for human contact, may contain some compounds (including salts) that, in high concentrations, can be damaging to some plants. The high organic content of reclaimed water may also promote the growth of algae in lakes and impair water quality. Plants that may be sensitive to reclaimed water include many ornamental plants, rhododendrons, redwoods, and other acid-loving plants. Large portions of the park have plants with low sensitivity to reclaimed water, including turf areas and forest areas (except oaks and redwoods). The map of Sensitivity of Vegetation to Reclaimed Water shows areas suspected to have a high sensitivity to reclaimed water and areas expected to have low sensitivity. The detrimental properties of reclaimed water may also be mitigated by alternating with periods of well water irrigation to leach offending compounds out of the soil and wash off of foliage. The proposed water system offers the flexibility to use only well water in some areas, and use reclaimed water or well water in other areas. The lake supply system will remain on well water.

Sensitivity of Vegetation to Reclaimed Water



Legend

- Potential high sensitivity - ornamental plants and trees
- Low sensitivity - large turf areas
- Low sensitivity - forest areas

Sewer System

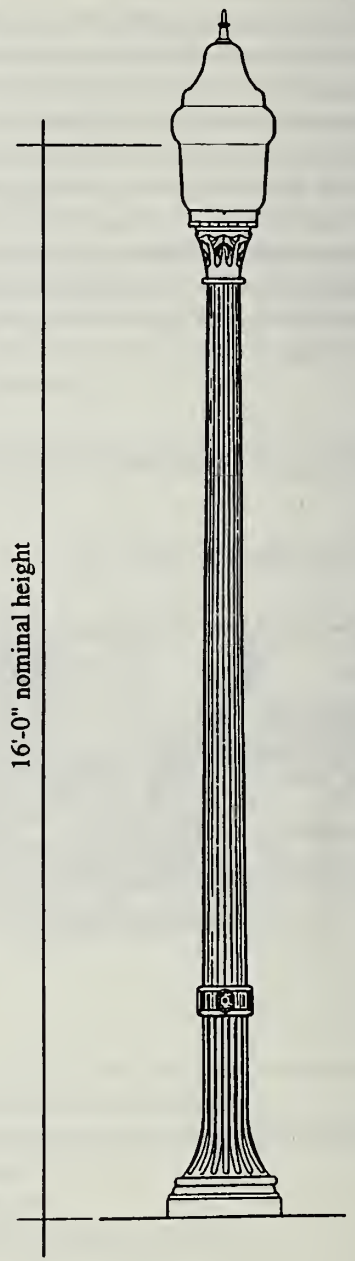
The Department of Public Works has prepared a Sewer Master Plan to guide upgrading of the park's sewer system. Existing sewers have been analyzed and will be re-sized to adequately handle the sewage and drainage needs. Construction of sewers will be coordinated with other underground utilities to minimize disruptions in the park.

Electrical System

As part of the 1992 Golden Gate Park Bond infrastructure work, the electrical power supply systems in the park have been evaluated and an Electrical Master Plan for upgrading and renovating these systems has been developed.

There are more than forty separate electrical power supplies to various locations throughout the park. Many of these systems were installed over half a century ago and need to be replaced or upgraded to comply with the existing National Electrical Code. Other services have been recently installed or upgraded and will need no further work.

A detailed study of each of the power supplies was conducted and recommendations were developed based on the needs of each area. These areas were prioritized and will be coordinated with the Pacific Gas & Electric Company to develop plans for the design and renovation of the electrical systems. Renovation of these systems will be coordinated with other underground utilities in the park to minimize construction disruptions. Replacement or upgraded electrical services that will be part of the 1992 GGP infrastructure bond work include service to the replacement water wells, the irrigation water supply pump station, park lighting system, and any other replacement facilities.



Park Lighting

The existing lighting system in the park is antiquated and in need of replacement. Pedestrian scaled replacement lighting is proposed for selected paths and roads to provide a minimum safety "beacon" lighting system. The proposed lights would consist of an acorn-style luminaire on a traditional pole (approximately 16' high). The luminaire would likely be color corrected high pressure sodium (150, 100, or 70 watt) which is the most energy efficient for outdoor lighting. The light is similar to lights used elsewhere in San Francisco, including those on the Embarcadero project.

Different areas of the park will be lighted to different levels based on amount of use and safety considerations. Lighting is for safety purposes and is not intended to increase night use.

The proposed park lighting is divided into the following priority levels:

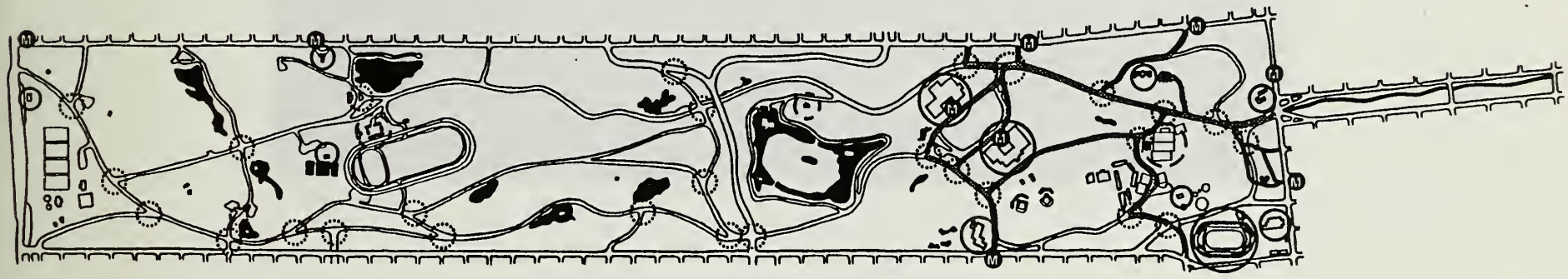
Highest priority/lighting level:
- pedestrian night use areas (including connections between evening activity areas, parking, and Muni stops)
- pedestrian/vehicle/bike intersections
- roadways with heavy night use

Medium priority/lighting level:
- pathways to night use areas
- roadway intersections
- selected park roads

Low priority/minimum lighting level:
- all other park roads (this level provides minimal lighting between fixtures, but the next "beacon" light can be seen from roadways)

Night use areas include:
- McLaren Lodge
- Kezar Pavilion
- Kezar Stadium
- Sharon Building
- Conservatory
- Academy of Sciences
- DeYoung Museum/Asian Art Museum
- County Fair Building
- Senior Center
- Beach Chalet
- Angler's Lodge

Potential night use areas:
- Tennis courts
- Pioneer Log Cabin
- Equestrian center



Legend

- Night use areas
- Potential night use areas
- Important intersections (medium priority)
- Primary access roads and adjacent paths to night use areas (highest priority)
- Path access to night use areas (highest priority)
- MUNI stops serving night use areas

Lindley Meadow

Maintenance and Operations Areas

Maintenance and Operations Areas

Maintenance and operations areas within the park are necessary for efficiency and care of the park. Visual impacts from these areas should be minimized by screen plantings around the site. Most of the existing areas are well screened, some need better screening. Maintenance areas comprise approximately 20 acres of the park (less than .02 percent of the park). Opportunities should continue to be sought to consolidate existing areas. Facilities should meet code requirements for employee health and safety. Following are recommendations for some of the individual sites.

Urban Forestry Center

The Urban Forestry Center was established with the beginnings of the reforestation program in 1980. The McQueens treatment plant site was chosen due to its availability. The Urban Forestry Center consists of offices, employee locker area, vehicle and equipment storage, employee parking, training room, and saw shop. The center supports Recreation and Park Department forestry activities throughout the city. The site contains various remnant structures from the treatment plant, some of which are being utilized. Various other structures have been brought in for storage and offices. Many of the structures have deficiencies in varying degrees, including a lack of heat, hot water, ventilation, and lighting. The office is in a construction trailer that is difficult to keep clean and a poor environment for the computer equipment it houses. The employee locker rooms are cramped, and one has a leaking roof. The main restrooms do not have heat or hot water. The site has drainage problems during wet weather. Various structures, pipes, valves, and an underground vault remaining from the treatment plant contain unknown materials and hazards, and leaks have been a problem.

The site is suitable for the center, being centrally located in the park, away from activity areas, and fairly well screened. It also utilized an existing maintenance area rather that creating a new one. The feasibility of relocating the Urban Forestry Center to another site was considered, with the nursery/corporation yard and the Richmond Sunset treatment plant site as two possible locations. The benefits of moving the center would be consolidation of maintenance areas and restoration of the site to parkland. The two sites, however, have proven to be less feasible or desirable than the existing location. The nursery/corporation yard site does not have the room for additional vehicle storage or employee parking. The Richmond Sunset site is too close to the ocean, with its damaging salt spray, to store vehicles outside, and the existing structures may not be suitable. It would also take considerable investment to adapt the existing buildings due to their age and unknown condition. The park would benefit more by having the Richmond Sunset site restored to parkland for recreational uses.

It is recommended that the Urban Forestry Center remain at its present location, and that its facilities be improved and reorganized. Conditions for employees should be improved with permanent, weather-tight, heated structures. The offices should be upgraded to provide a proper environment for computer equipment. Aban-

doned treatment structures should be demolished, and leaks and safety hazards corrected. The entire site should be reorganized for efficient vehicle storage, circulation, and servicing. Additional screening vegetation should be planted around the center.

Log Storage Area

The existing log storage area, approximately .8 acre in size, is located north of the bison paddock. The function is to store logs before chipping into mulch. Currently the chipping is done by contract, and occurs only once or twice a year to accumulate enough logs to make the contracting cost effective. The Department is considering purchase of its own chipping machine which could operate year round and eliminate the need to store logs. Currently, up to 500 logs are stored before chipping. The site is visible from JFK Drive, and a major trail is adjacent to the site. The Objectives and Policies call for maintenance and operations areas to be screened from view and consolidated where possible.

The log storage area should be relocated or consolidated with another maintenance area. One option is to locate it the southeast corner of the Richmond Sunset treatment plant site which is well screened from outside the site. A new reforestation area would screen the site from the new uses proposed for the Richmond Sunset plant site. The proposed site would be approximately the same size as the existing log storage area.

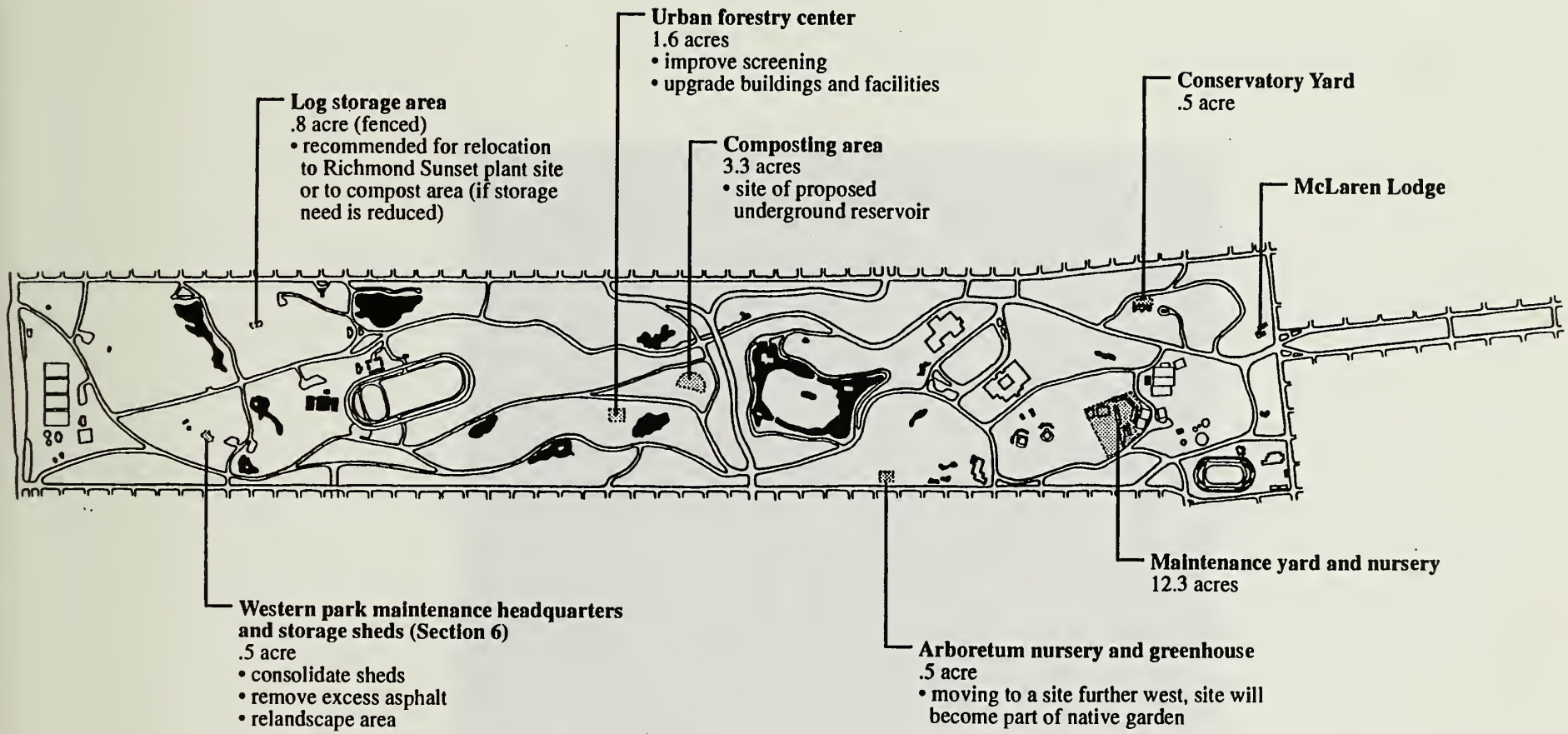
If the Department purchases its own chipping equipment, it would most likely be located at the composting area (the machinery would be used for chipping brush for compost, as well as logs for mulch). Log storage demand would be reduced (about 40 logs maximum) and could be accommodated at the compost area.

Western Park Maintenance Headquarters and Storage Sheds (Section 6)

The western park maintenance headquarters consists of a concrete shed building and several container structures that are used for storage of equipment and tools. It sits in a large open area with an excess of asphalt and is not screened from adjacent areas. It is recommended to consolidate the storage containers with the building by moving them adjacent to it. Excess areas of asphalt should be removed and the area should be extensively relandscaped with screen plantings around the structures and reforesting other areas.

Maintenance and Operations Areas

Area	Acres	Function	Comments:
Conservatory yard	0.5	service entrance	
Maintenance yard and nursery	12.3 (nursery 6.7 ac.)	offices, nursery, vehicle & equip. storage	crowded, lack of parking
Arboretum nursery & greenhouse	0.5	plant propagation, volunteer center	moving to a site further west, site will become part of native garden
Composting area	3.3	composting	site of proposed underground reservoir, composting will remain on site
Urban forestry center	1.6	office, vehicle & equip. storage	facilities need extensive upgrading
Log storage area	.8 (fenced) .6 (unfenced)	log storage, chipping operations	operation has degraded surrounding area, needs new fencing and screening recommended for relocation
Storage sheds/Section 6 HQ	0.5	storage/office	degraded condition around sheds, excess asphalt, consolidate structures; consider moving headquarters to Richmond Sunset plant site
TOTAL	**20.1**		



Maintenance and Operations Areas

Park Management

Park Management and Maintenance

The image of Golden Gate Park is one of green meadows and forests, and well tended gardens. The goal of the park's naturalistic design is to look as if nature created the meadows, forests, and vistas. That illusion is very successful, but misleading. In fact the park is an manmade creation that is the antithesis of what nature provided on this site. To maintain the illusion takes great care and effort. Maintaining this type of landscape in an urban park with such high usage presents an even greater challenge.

In the past few years, the Recreation and Park Department, and its maintenance staff, have met the challenge of maintaining Golden Gate Park in the face of declining resources. There is a limit, however, before the results of this trend become more evident and the image of the park declines.

Maintaining Golden Gate Park

The Recreation and Park Department has several maintenance groups that work in Golden Gate Park:

- **Gardeners** have primary responsibility for horticultural and landscape maintenance. The park landscape maintenance is based on a section and "beat" system. The park is divided into six sections (previously there were eleven sections), which are further divided into smaller subsections, referred to as gardener beats. Each section has a supervisor that oversees the gardeners who are assigned to beats. This system provides workers who know their areas well and can take pride in them.
- **Custodians** are assigned to park facilities and perform cleaning and simple maintenance tasks.
- The **turf management division** maintains fields, meadows and other turf areas.
- The **forestry division** manages tree hazards, large tree pruning, and the reforestation program. It also provides forest management training for gardeners. Forestry crews include arborists, gardeners and other workers.
- The **golf division crew maintains the golf course.**
- The **structural maintenance division** consists of crews of various building trades such as plumbers, carpenters, electricians, and other crafts. They maintain and repair the park's water system, other infrastructure and buildings, and operate heavy equipment.
- The **mechanics shop** (under the Purchasing Department) performs repairs on equipment and vehicles.
- The **supply warehouse** (under the Purchasing Department) receives and disburses supplies and materials.

Planning and coordinating the work of the various maintenance groups is the responsibility park managers, including the General Manager, Assistant General Manager, Park Superintendent, Assistant Superintendent for Urban For-

estry and Turf Management, Assistant Superintendent for Structural Maintenance, the Area Supervisor for Golden Gate Park, and Urban Forestry Supervisor. (It should be noted that all of the above managers, except for the Area Supervisor, also have responsibilities for other parks throughout the city.)

Successful maintenance requires supervision, planning, and accountability. For the system to work well, communication and follow-through are critical. Maintenance planning, setting priorities, and scheduling tasks (regular maintenance tasks and as needed tasks), requires a systematic approach. Communication with workers is needed to accomplish tasks as scheduled, and to receive feedback from workers. Accountability and incentives should be used to ensure that tasks are done well.

Coordination of various crews is vital for efficient maintenance. Work is frequently done with different crews relying on each other. Cooperation and respect between crews will foster efficient maintenance. Some tasks have cooperative responsibilities between crews such as reforestation, which is implemented primarily by forestry crews, but gardeners are responsible for some of the maintenance of reforestation trees.

Recommendations

- Park maintenance managers should improve maintenance planning to better understand needs and set priorities. Regular tasks such as irrigation, mowing, and litter pick up should be balanced with less frequent tasks such as path maintenance, erosion control, and shrub planting.

- A more systematic approach to planning maintenance should be implemented. Managers should meet at regularly scheduled meetings to plan maintenance tasks, coordinate work, and improve communication between maintenance groups.

- Section supervisors should plan park section maintenance systematically by employing a weekly checklist to plan maintenance tasks. Supervisors should walk and inspect the entire section weekly, and note problems on the checklist. The checklist should include a section map to pinpoint notations. Completion date of tasks should be recorded.

- Daily assignment sheets should be prepared by supervisors to plan what each worker will be doing. Supervisors should have daily meetings with workers to distribute assignments and to improve communication. Daily meetings can occur at the beginning or end of a workday, or before or after lunch.

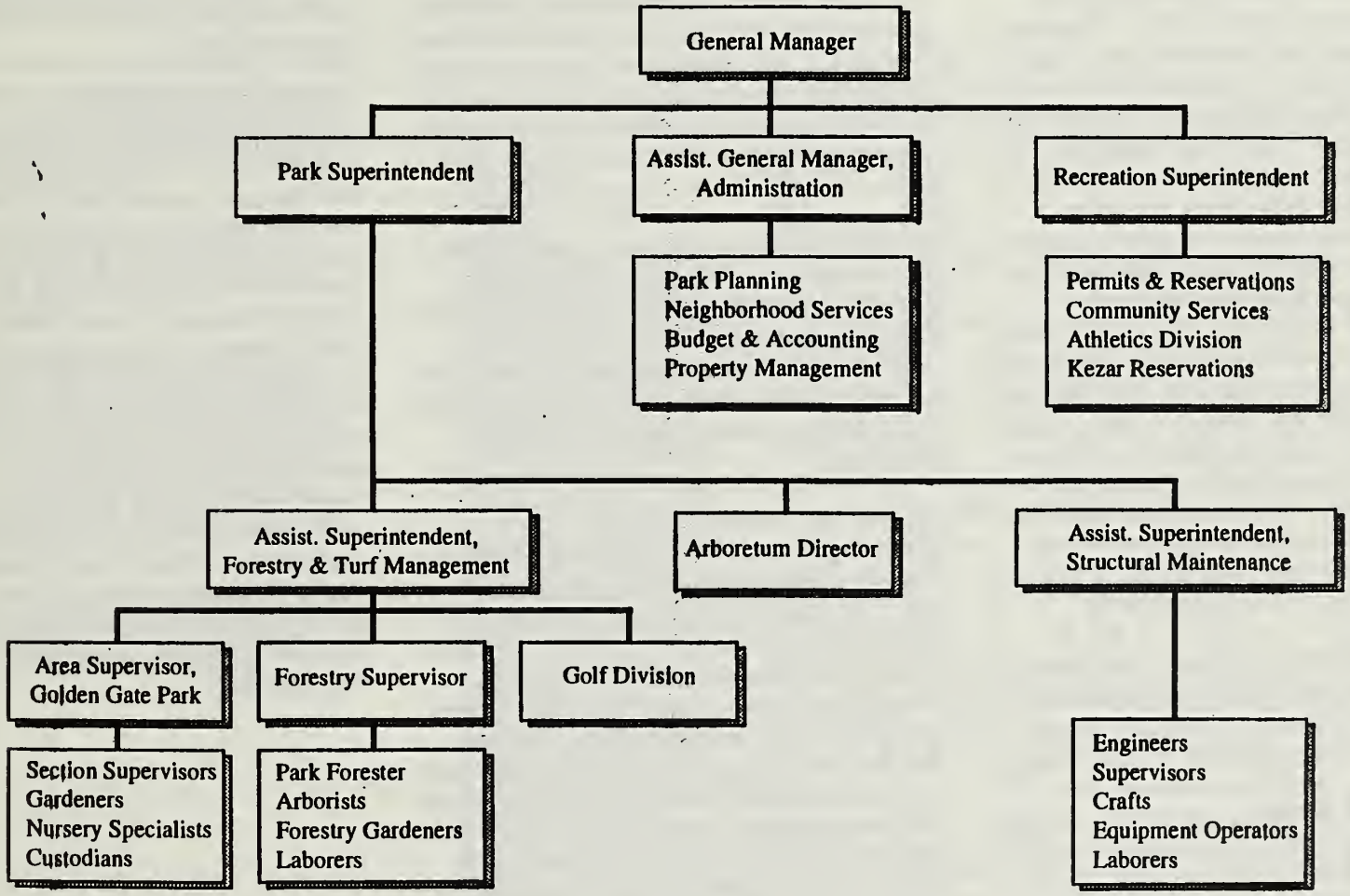
- Management should use the weekly maintenance checklists to track park maintenance and improve accountability and worker incentives.

- Maps of each section and beat should be maintained (preferably on CAD system) to note special maintenance requirements, unique tasks, dedicated trees, locations of valves, and other information. Recording of this data will ensure proper maintenance in the event of new personnel.

- Continuing management training for supervisors and other employees should be established. Employees should understand the role and responsibilities of their position.

- Continue regular landscape assessments with gardeners, section supervisors, area supervisor, Park Division, and Park Planning office.

Figure 11-1
Golden Gate Park Management



Park Staffing

Maintaining Golden Gate Park has always been labor intensive. In recent years, the cost of labor has increased faster than the park's available funding. Since 1977, the number of gardener and other maintenance worker positions has decreased by 25 percent. There have been similar reductions in other crews. At the same time, the needs of the park have never been greater due to the age of the park, its infrastructure and forests, and because of increasing social problems such as camping and vandalism. The forestry program is a completely new program (since 1980) that has required significant resources. The gap between needs and resources has increased efforts to improve productivity, but has also necessitated the reduction of maintenance levels in some areas. The reduced maintenance levels have resulted in deterioration that is becoming more apparent: turf areas are tended and edged less frequently, litter is more evident, the shrub layer is being lost, and bare earth and erosion problems are increasing. On the positive side, new infrastructure such as new automatic irrigation systems provided by the park infrastructure bond will increase efficiency of some tasks and reduce breakdowns.

The recommended staffing levels, shown later in this section, are general estimates of the numbers needed to maintain the park to a "proper" level. Proper park maintenance would include regular, timely care for all landscape areas, cleaning of park buildings, special care needed for gardens and horticultural attractions, and speedy repair of vandalism and cleaning of graffiti. Several proposals in this master plan will require additional maintenance staff such as the additional soccer field and new landscape designs in the west end of the park. The recommended numbers were developed, in part, by examining the size of gardener beats (how much area one person can maintain). Beats with more highly maintained elements such as gardens are smaller, beats with meadows and forest areas are larger. The recommended staffing levels do not differentiate between job classifications, as there should be flexibility in planning how to meet the additional needs, including new job classifications.

Additional staffing will result in a higher level of maintenance for the park, including more frequent edging and mowing of turf areas, better tree pruning and maintenance, better weed control, more frequent litter pickup, higher level of care for areas outside of gardens, regular path maintenance, and better control of erosion problems.

Paying for Additional Staff

The additional staff are being recommended at a time when the Department is forced to cut positions due to the continuing reductions from the city's general fund. This trend is expected to continue, so other funding sources will be needed to increase park staffing. There are two potential funding sources, both are long-term and will take several years to realize. The first is a dedicated public funding for Golden Gate Park such as a parcel tax or special assessment. Unlike funding from bonds, these may contribute to funding staffing and ongoing maintenance; however, passing a "new" tax will not be easy. The second would be private funding through a park conservancy organization. Fund raising for ongoing maintenance costs is more difficult than for capital projects, but it has been done successfully elsewhere. Fundraising for the Aids Memorial Grove is focusing on providing funds for a gardener position in the DeLaveaga Dell.

The Role of Volunteers

Volunteers are playing an increasing role in assisting with a variety of public services, including park and recreation services. Their value to Golden Gate Park may be much greater than the tasks that they perform. Volunteers also contribute to a constituency for the park that increases community involvement and provides political support. Management and supervision of volunteers is critical to their effectiveness. Volunteers must be used to fill maintenance voids that existing staff cannot handle, without jeopardizing the jobs of park staff. Volunteers should work under the direction of park staff, which will require scheduling flexibility to be available on weekends when volunteers are most available. Currently, there are several volunteer groups working in the park, and the Friends of Recreation and Parks is organizing a park volunteer corps.

Recommendations

- Continue to explore options for a dedicated public funding source that can provide funds for ongoing maintenance and staff.
- The conservancy or park association should play a role in funding ongoing park maintenance in addition to capital projects. Maintenance endowments should be included with all capital projects.
- Explore the potential of the conservancy providing staff for needs that are not currently being met.
- Continue development of a Golden Gate Park volunteer corps to assist park maintenance staff. Maximize the value of volunteers to foster community involvement and to create a park constituency. Structure volunteer activities to not impact job security of park staff.
- Provide staff with flexibility in scheduling to provide proper supervision of volunteer activities, particularly on weekends.

Figure 11-2

Maintaining Golden Gate Park– Who Does What?

	Beat Gardener	Forestry Gardener	Forestry Arborist	Golf Course Gardener	Mowing Crew (Gardeners)	Crafts	Heavy Equipment Operator	Truck Driver	Truck Driver (mower)	Laborer	Mechanic	Rodent Control Tech.	Custodian
Watering	●	●		●									
Small Scale Planting	●			●									
Pruning	●	●	●	●									
Turf Maintenance	●			●	●				●				
Spraying and Fertilizing	●	●		●								●	
Rodent Control	●	●		●								●	●
Small Scale Mowing & Edging	●	●		●									
Tractor Mowing - turf									●				
Tractor Mowing - high weeds							●						
Reforestation Planting		●											
Reforestation Maintenance	●	●	●	●									
Hazard Tree Removal		●	●							●			
Athletic Field Maintenance	●				●		●	●	●				
Golf Course Maintenance				●					●				
Irrigation Maintenance	●	●		●									
Irrigation Plumbing Repair	●	●				●				●			
Raking	●	●		●						●			
Litter Removal	●	●		●			●	●		●			●
Debris Removal/Chipping	●	●	●	●	●		●	●		●			
Path Maintenance	●			●	●	●	●	●		●			
Erosion Control	●	●	●		●								
Equipment and Tool Care	●	●	●	●	●	●	●	●	●	●	●		●
Mechanical Equipment Repair	●					●					●		
Building Cleaning	●												●
Restroom Maintenance	●	●				●							●
Truck Driving - Pickup	●	●	●	●	●	●				●	●		●
Truck Driving - Med. & Hvy.								●	●				

Landscape and Custodial Maintenance

Area and Positions	Park Staffing 1977	Park Staffing 1994	Recommended Park Staffing*
Section 1			
Gardeners	18	15	26 total
Supervisors	3	1	
Custodians	6	2	
Section 2			
Gardeners	19	15	23 total
Supervisors	2	1	
Custodians	3	1	
Section 3			
Gardeners	10	10	15 total
Supervisors	2	1	
Custodians	2	2	
Nursery Specialists	1	1	
Section 4			
Gardeners	9	11	16 total
Supervisors	3	2	
Custodians	2	2	
Section 5			
Gardeners	12	11	15 total
Supervisors	1	1	
Custodians	2	1	

Area and Positions	Park Staffing 1977	Park Staffing 1994	Recommended Park Staffing*
Section 6			
Gardeners	10	8	13 total
Supervisors	2	1	
Custodians	2	1	
Nursery			
Gardeners	11	6	13 total
Nursery Specialists	4	2	
Supervisors	1	0	
Conservatory			
Supervisors	1	0	8 total
Nursery Specialists	2	1	
Gardeners	4	3	
Custodians	1	0	
Park Totals			
Gardeners	93	79	129 total
Supervisors	15	7	
Custodians	18	9	
Nursery Specialists	7	4	
Total Park Maintenance Staff	133	99	129

*Recommended staffing to maintain Golden Gate Park to proper standard.

Forestry Program

Positions	Park Staffing 1994*	Recommended Park Staffing*
Urban Forester	0.33	0.75
Arborist Supervisor	1	1
Arborists	4.5	6
Gdnr. Asst. Sup.	1	1.5
Gardeners	9	9
Laborers	1	1
Truck Driver	0.33	0.75
Heavy Equip. Op.	1	1
Seasonal gardeners	4 for 6mos./yr.	4 for 6mos./yr.

* Staff or portion of staff position dedicated to Golden Gate Park.

Figure 11-3

Landscape Maintenance Sections and Staffing

Park Security

Golden Gate Park is a safe park, but as important as statistics are, the perception of safety is just as important. A sense of security is essential for park users to enjoy their park experience. Proper maintenance is one of the best deterrents to crime. A park that is well tended shows a commitment to make the park a secure place. Successful parks with high visitation are self-patrolling. Visible maintenance staff also provide a deterrent.

The following are some positive steps to address some of the security issues:

- Ensure a high level of maintenance to all parts of the park. Fight graffiti and vandalism aggressively—remove markings and repair damages quickly.

- The Park Patrol should be expanded to 24 hours a day, with sufficient staffing to permit a ranger to be in Golden Gate Park at all times. Daytime patrols by mountain bikes will enable patrolling of out-of-the-way places. The role of the Park Patrol should be to:
  - provide a visible uniformed presence at all times patrolling with mountain bikes and vehicles;
  - provide enforcement of park code and other minor violations (enforcement role to be coordinated with SFPD, may require legislation);
  - communicate with the SFPD when situations arise.

- Coordinate efforts with other City departments to address camping, drug abuse, and other social problems in the park. Establish a regular ongoing program with the SFPD to clear camps. This program will require a regular commitment of maintenance staff to clean and restore camp sites.

- Involve community groups in park security issues so they see the park as an extension of their neighborhoods. Establish a park-neighborhood security committee as a working group to focus on park and neighborhood safety and security issues. Have an ongoing forum with community groups, Police Department, District Attorney's Office, the Department of Social Services, and the Health Department to discuss park and neighborhood security and enforcement issues.

- Support community groups that are proactive in area security issues.

- Seek legislation to assist security efforts in Golden Gate Park such as the existing "Drug Free Zones" around schools which carry stiffer penalties.

- Implement a "Park Watch" program:
  - install signs at all entries asking park users to report suspicious activities;
  - install emergency phones at each park entrance and other locations (direct connection to police dispatch).

- Improve pedestrian and bicycle lighting between night use areas and parking areas, park entries, bicycle routes, and MUNI stops.

- Require all park maintenance employees to wear uniforms to provide a visible presence.

- Relocate Park Patrol office to front of maintenance yard (fronting on MLK Drive) with access to the public to report suspicious activities.

Park Funding

Park Budget and Funding

Golden Gate Park is the centerpiece of the San Francisco park system. It is one of the most prominent and lauded urban parks in the United States, however, it is not immune from the fiscal crises which have befallen San Francisco and other municipal governments in California. The budget allocation from the City's general fund for Golden Gate Park has been declining for several years.

Due to a combination of declining general fund appropriations, rising salaries, and increased needs, funding for the operation and maintenance of Golden Gate Park is decreasing in real terms. Already, many tasks which need to be performed in the park are left undone due to lack of funding. Under the current situation, park conditions will continue to worsen. A consistent and reliable appropriation from the City's general fund should be sought for the maintenance of Golden Gate Park. In June of 1994, Mayor Jordan gave his commitment to preserving the budget for Golden Gate Park at its current level and endorsed the concept of establishing a conservancy organization for the park.

Park Operating Budget

Table 1 outlines the estimated operating need of Golden Gate Park. The total budget for Golden Gate Park is estimated at $9.85 million. This was determined by estimating the portion of Recreation and Park Department budget that is spent on Golden Gate was made from estimates of total 1993-94 spending by all divisions.

Existing expenditures do not cover all of Golden Gate Park's needs however. Department staff report that current budget constraints prevent addressing the full maintenance needs in the park, restrooms are boarded up with no funds to fix them and maintenance on less visible portions of the park has been curtailed. In addition, recent bond proceeds provide only for construction or restoration of park facilities, not their ongoing operation or maintenance. Additional maintenance staffing needs have been identified (see Figure 11-3).

Revenue Generation

The Department supplements its allocated budget by generating revenue within its facilities. In Golden Gate Park revenue is generated from concessions, admission fees to the Tea Garden, Conservatory, and the carousel, permit and user fees for special events, athletic fields, picnic areas, and building rentals, and weekend parking fees in the Music Concourse. This revenue was estimated at $3.2 million for fiscal year 1993-94 as shown in Table 2. About $1.4 million of this revenue comes from admission fees charged at the Japanese Tea Garden, and to a lesser extent at the Conservatory and the Carousel.

In recent years, the income derived from fees and concessions has played an increasing role in supporting the Department budget, as funds from the City's general fund have declined. Increases in fees and revenue have been used to offset reductions from the general fund. Throughout all levels of government, user fees are becoming more popular to support some services rather than through general taxes. Most permits in Golden Gate Park carry some form of user fee, from small fees for family picnic reservations to large fees for special events. A balance is needed between raising revenue and keeping the park accessible to users of all income groups. In addition to fees, large events post a bond to cover potential damage to the park. The event fees and bond are usually sufficient to cover the costs of actual damage, but may not be sufficient to cover higher regular maintenance costs and do not pay for overtime for maintenance workers that are pulled off regular duties. Higher event fees could generate additional funds for park maintenance.

Potential Supplemental Funding

As with all major parks in the United States, even though Golden Gate Park has generated significant amounts of its own revenue, it is still primarily dependent on fiscal appropriation from the City. It has become apparent that in order to assure that the park will provide a standard of service commensurate with its public position and historic reputation, additional sources of operational funding must be secured to supplement the department's allocation from the City's general fund. This section focuses on some alternatives and evaluates their revenue potential, thereby indicating future options for operating the park at the highest possible standards.

The two new revenue sources with the highest potential are a nonprofit conservancy organization, and a new dedicated special tax or assessment district. While these ideas have the highest potential, the level of funds they may generate and the likelihood of success are difficult to determine with any certainty. The general fund allocation will remain a vital source of funds for the foreseeable future.

Table 1

Golden Gate Park
Estimated Operating Budget - Fiscal Year 1993-94

ITEM	AMOUNT
Horticultural maintenance:	
Revenue Fund (fees, charges, and general fund allocation)	$5,686,866
Open Space Fund	
Furhman Bequest	
Reforestation bond proceeds (1st of ten years)	611,384
Urban Forestry (see note 1)	960,000
Golf Division - golf course maintenance (see note 2)	375,000
Admission collection (Tea Garden and Carousel)	140,000
Structural Maintenance (see note 3)	1,650,000
Administrative Allocation (see note 4)	150,000
Recreation directors (see note 5)	
Playground	$35,000
Tennis Court	70,000
Big Rec, Polo Field, Beach Chalet Soccer Field	70,000
Kezar	35,000
SUBTOTAL	$210,000
Permit and Recreation staff	$70,000
EST. GGP OPERATING BUDGET 1993-94	**$9,853,250**

Notes:
1. City's estimate of 50% of Urban Forestry's $1,920,000 budget.
2. Golden Gate Park portion of the Golf Division.
3. City's estimate of 25% of $6.6 million.
4. City's estimate.
5. City's estimate on basis of full-time equivalent positions assigned to Golden Gate Park.

Source: Recreation and Park Department

Table 2

Golden Gate Park
On-site Annual Revenue Generation - Estimated 1993-94

ITEM	AMOUNT
Admission Fees (see note 1)	
Conservatory of Flowers	$180,316
Tea Garden	1,186,655
Carousel	26,000
SUBTOTAL	$1,392,971
Concessions and Agreements (see note 1)	
Golf - golf course, pro shop and food/beverage	$385,788
Music Concourse food/beverage	120,000
Stables	34,200
Tea Garden gift shop and tea house	200,000
Stow Lake boat and bicycle rental, food/beverage	117,187
Kezar parking lot	50,000
Recycling Center	4,000
Push Carts	130,000
Ocean Beach skate rental	4,300
Tennis courts	64,000
SUBTOTAL	$1,109,475
Special Event Fees (see note 1)	$250,000
Permits/User Fees (see note 1)	
Picnic Fees	40,000
Athletic field rentals and class fees	166,892
Kezar Pavilion and Stadium	30,750
County Fair building	136,800
SUBTOTAL	$374,442
Concourse Parking (see note 2)	$60,000
TOTAL ANNUAL GGP REVENUE GENERATED	**$3,186,888**

Notes:
1. 1992-93 actual
2. 1993-94 estimated

Source: Recreation and Park Department; Economics Research Associates.

Potential Additional Revenue Sources

As the functions of operations, maintenance, and administration for Golden Gate Park become increasingly endangered due to the City of San Francisco's fiscal crisis, it has become necessary to present and evaluate sources of revenue which can supplement annually determined appropriations from the City's general fund. The following potential funding sources were evaluated in terms of both their maximum potential for revenue generation and their feasibility, which is defined as the ease of tapping into the source and the probability of reaching the maximum potential level of revenues. The amount of revenue that may be generated by each alternative is difficult to estimate.

Potential Funding Sources

Source	Relative Revenue Potential	Feasibility
1. Special Taxes and Assessments	**High**	Medium
2. Private, Nonprofit Conservancy	**High**	Medium
3. Parking Charges	Medium	Low
4. Transient Occupancy Tax	Medium	Low
5. Special Events	Low	High
6. Concessions and User Fees	Low	Medium
7. State and Federal Funding	Low	Low

1. Special Taxes and Assessment Districts

A special tax with funds dedicated to Golden Gate Park (or all City parks) has high potential for additional funding. Under current tax laws, such a tax would probably require two-thirds voter approval. The likelihood of approval is unknown, but voters have shown support in the past for special services such as parks and libraries. Certain legislative acts of the State of California, the 1911, 1913 and 1915 Improvement Acts, the Mello-Roos Community Facilities Act, and particularly the Landscaping and Lighting Act of 1972, allow local governments to fund the development, improvement, maintenance, and servicing of park and recreational facilities through the creation of a benefit assessment district. This district, geographically determined through the examination of benefits of a park to surrounding property owners and potential users, contains the parcels on which are levied annual assessments targeted specifically for funding of the park (in the case of Golden Gate Park, the district could include the entire city). A December 1992 California Supreme Court decision, Knox vs. the City of Orland, verified the legality of establishing such a district to fund the maintenance of existing park facilities. However, given the political nature of the formation of these districts, which often includes approval through vote of affected property owners, this method of funding may require a city-wide election in San Francisco.

2. Nonprofit Conservancy

The San Francisco Zoological Society, Strybing Arboretum Society, and the Golden Gate National Park Association provide local ex-

amples of nonprofit cooperative organizations which provide significant and in some cases essential funding and services to their associated public recreational facilities. Nationally, the most prominent example of such an organization is the Central Park Conservancy in New York City. This organization, which obtains most of its revenues from its own fund-raising efforts in the private sector, shares the responsibility of the planning, administration, maintenance, and operation of Central Park with the City of New York. A similar type of conservancy arrangement would likely have a high potential for providing the funding and vision necessary for maintaining Golden Gate Park's historical prominence and recreational resource value.

3. Parking Charges

Currently, the Department is experimenting with charging for parking in the Music Concourse through the use of ticket vending machines. While individual parking meters have been deemed inappropriate, there may be other ways to levy fees for parking. Because there is no practical way to control overall access and charge admission to the park, a parking fee could serve as a different form of user fee for the park. Parking fees could also serve to reduce the amount of commuter parking occurring now in the park.

4. Transient Occupancy Tax

Because of the size of the tourism industry and consequential large number of hotel rooms in San Francisco, the transient occupancy tax (TOT) on hotel occupancy brings in significant revenue ($77 million in fiscal year 1993) to the City. Its proceeds are distributed to the general fund and among a variety of other uses, including cultural and recreational facilities such as the DeYoung Museum and Candlestick Park. It is possible to redistribute appropriation of these revenues to include Golden Gate Park specifically, however, this redistribution will be difficult for two reasons. First, competition for distribution is fierce. Second, future distribution may be focused on funding for expansion of convention facilities. Any change in distribution must be legislated by the Board of Supervisors.

5. Special Events

Special events held in the park such as concerts and festivals are presently paying fees to the City when they receive event permits. The Recreation and Park Department's permit policy is reviewed on an ongoing basis, and an attempt is made to set fees high enough to cover all City costs incurred due to the event (e.g., fees cover the costs of reseeding areas of turf damaged by event traffic). The City has not yet attempted to "make a profit" from events, but current policy tends to discourage larger or more events. There is probably limited potential to produce significant additional revenue from this source, however. Fees for some large events in New York's Central Park reach $250,000.

6. Concessions and User Fees

In fiscal year 1993-94, about $1.8 million in estimated revenues was derived from concessions and user fees charged within Golden Gate Park. This represents a meaningful portion of the park's total operational needs. It may be possible to generate some additional revenues from concession activity, but it will require the development of new concession business opportunities or the expansion of existing concessions. Additional opportunities for increasing revenue from concessions should continue to be explored, however the additional revenue generation, while important, would not be significant when compared to overall needs. New or expanded concessions should be recreational, or recreation serving, contribute to park revenues, be consistent with the Objectives and Policies for Golden Gate Park, and be appropriate to the landscape character of the park.

7. State and Federal Funding

There are a number of state and federal programs which have provided grant funds to local parks in the past. Searching out grant funds is a routine function of current park operations. There are fewer programs today and competition is strong. Sources other than recreation programs should be investigated such as the federal Intermodal Surface Transportation Efficiency Act (ISTEA) which contains several programs that may be applicable to parks, historic structures, pedestrian and bicycle projects. The Department won an ISTEA Transportation Enhancement grant for improvements to the Beach Chalet. Very few of these programs will provide funds that can be used for park maintenance, however.

(A more detailed analysis of the potential funding source is included in a separate report entitled "Economic Issues Working Paper #2.")

Private Sector and Community Involvement

Each year the City of San Francisco is less able to allocate sufficient budget to discretionary departments such as the Recreation and Park Department. As a result, the ability to maintain and preserve Golden Gate Park deteriorates. Private sector and community involvement may offer opportunities to supplement public funding. Private involvement may take several forms:

- **Private fund-raising** offers potential for continuous revenue but it requires significant staff and resources to bring in large amounts. It is easier to raise funds for specific projects rather that funds for ongoing maintenance. Fund-raising for projects should always include a contribution to a park maintenance endowment fund which will grow over time.
- **Corporate fund-raising** offers potential for funding specific projects and usually would involve some form of recognition. There is little potential for addressing ongoing maintenance needs through corporate fund-raising.
- **Grassroots fund-raising**, through large memberships, direct mail solicitation, or voluntary visitor donations, would be constructive in constituency building, but would probably not offer potential for the large sums of money needed to maintain the park. It would also require significant resources to support this kind of fund-raising.
- **Volunteer activities** offer potential for filling some of the voids that are not now possible. Activities may include basic landscape maintenance (raking, litter pickup, invasive plant removal, etc.), trail maintenance, interpretive programs and tours, staffing of information centers or kiosks, and other tasks. Volunteers need good supervision, and this is currently a problem on weekends when most volunteers are available, due to a lack of funds for overtime pay and inflexible work hours. Agreements with unions will also be needed to increase the use of volunteers in the park.

A Conservancy for Golden Gate Park

A conservancy organization would be a non-profit, private sector partner of the Recreation and Park Department for the maintenance, preservation and restoration of Golden Gate Park. The organization would assume financial responsibility for mutually agreed projects, personnel, and capital improvements.

The primary purpose of the conservancy is to augment the City funds for projects that would not otherwise occur. The conservancy's activities could include the following:

- large-scale fund-raising for capital projects; some ongoing park operations such as tree planting, park guides, etc.; and for park maintenance
- staff such as planners, landscape architects, and managers to plan and implement projects
- supporting an internship program
- coordination of volunteers
- improving park security
- management of park concessions, with the goal of seeing all profits go back into the park
- marketing of the park through products and public relations
- managing operations of the park visitor centers, providing visitor services and fund-raising opportunities.

In return for the conservancy's fund-raising efforts, the City would preserve funding for the park at the current level. This guarantee of City funding is crucial to prevent substituting public funds with private money. The City should not view the conservancy as an opportunity to save money, rather it should be seen as an answer to saving Golden Gate Park. The private funds raised by the conservancy provide the critical difference between simply maintaining the park and managing it as a first-class institution.

The conservancy organization would be led by a board of directors, an executive director, and a president. The board could be composed of community leaders, as well as representatives from the City (General Manager and Commission). The conservancy would work in a close relationship with Recreation and Park Department staff and with the Recreation and Park Commission. Department and community participation will be important components of the conservancy activities. The conservancy projects must be in conformance with the Golden Gate Park Master Plan and its Objectives and Policies, and be subject to approval by the Recreation and Park Commission.

There are several models for this type of organization and public/private partnership. Each has similarities and contrasts with the situation facing Golden Gate Park. In New York, the Central

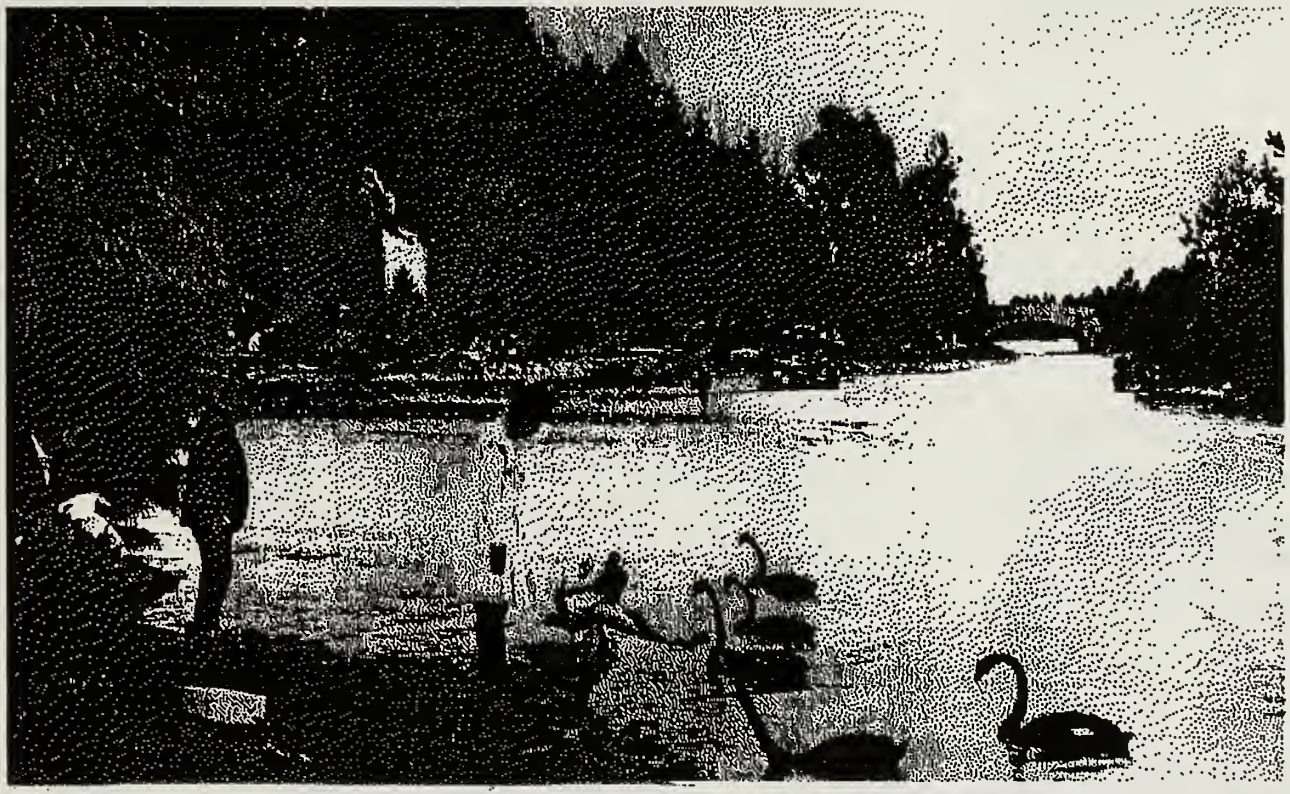
Park Conservancy has dramatically reversed conditions in that park. With a capital improvement campaign of $50 million, this organization has rebuilt entire portions of Central Park. There are also model organizations locally, including the Strybing Arboretum Society, the San Francisco Zoological Society, and the Golden Gate National Park Association.

The role of the conservancy should be appropriate to the unique situation in San Francisco. The initial role should be based on realistic goals for the first five years. This proposal is one that cannot be defined completely at this time. Rather, an organization of this type, which is experimental in nature, must grow slowly, responding to opportunities and transforming to meet changing needs. The Central Park Conservancy has grown not from a detailed plan, but from a need to respond to problems. It has evolved over the years, with many changes along the way.

This proposal is made in conjunction with the Friends of Recreation and Parks, which would accept the responsibility to create the conservancy. The Friends would continue to operate as they do now, assisting with projects throughout the city's recreation and park system.

Issues and Questions Regarding a Conservancy for Golden Gate Park

There are a number of issues and questions regarding a conservancy that need to be answered. Some of these questions will be answered as agreements are made, others can only be answered over time. What will the relationship between the conservancy and the Department be, and how will the conservancy projects be managed and controlled? What will be the make-up of the conservancy board members? How will public involvement be included in conservancy project planning? There are a number of civil service and union issues to be resolved.



Stow Lake

Special Area Plans

Special Area Plans

Most of Golden Gate Park will continue to function in its current design. Some areas in the park will have land use changes or significant rehabilitation that requires a redesign of these spaces. The Master Plan has identified several areas that will have design changes, some minor, some more substantial. Special area plans have been developed for these areas to provide concept plans for the improvements. The concept plans were developed within the context of the park's historic design framework.

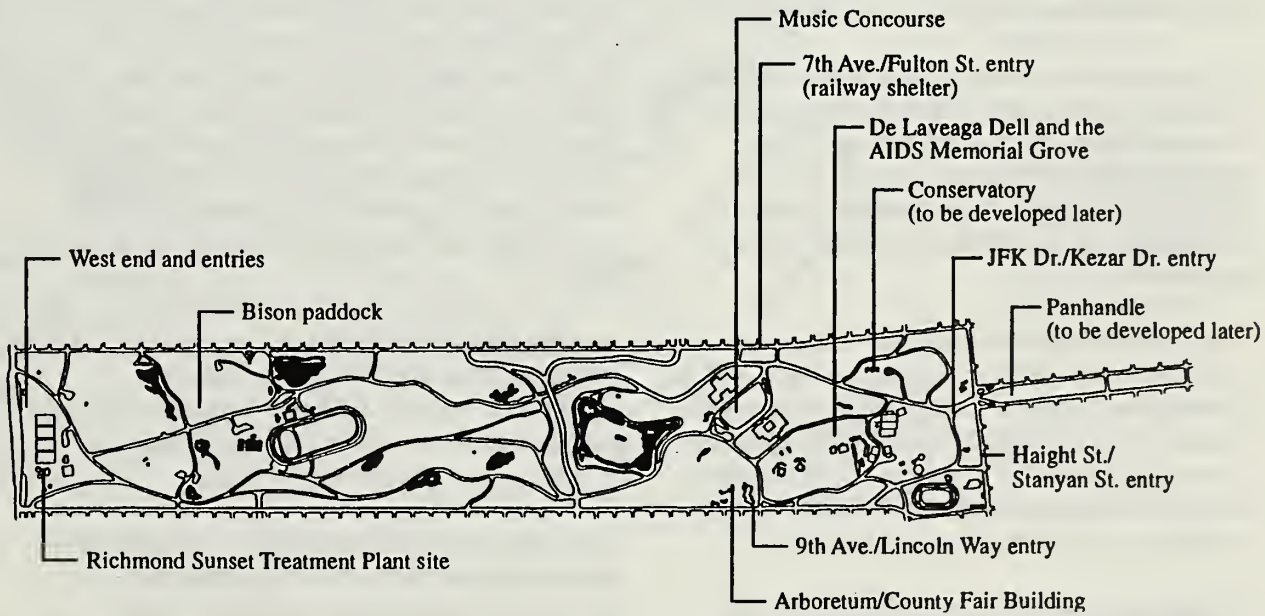
Special area plans for priority areas are contained on the following pages. Other special area plans will be completed in the future and become amendments to this master plan.

Future Special Area Plans

- A separate planning process is underway to develop a plan for **Strybing Arboretum and Botanical Gardens** and the **County Fair Building**.

- The **Panhandle** was originally designed as a winding access road to Golden Gate Park that was protected from the winds. The Avenue, as the roadway was known, is now gone, but its path can still be traced by examining the layout of the older trees. Today the Panhandle serves and open space and neighborhood park. A future special area plan will examine its design, uses, and landscape.

- The **Conservatory of Flowers and Conservatory Valley** is the most significant and recognizable area of Golden Gate Park. A special area plan will plan for the preservation and restoration of the Conservatory and its ancillary structures.



Music Concourse

The Music Concourse is a civic space within Golden Gate Park that provides a setting for cultural institutions and events. The Music Concourse was created for the Mid-Winter Fair of 1894. The layout, several monuments, the DeYoung Museum, and the role of concourse as a cultural center are remnants of the fair's legacy.

Several element in the Music concourse have recently undergone renovation. The Spreckels Temple of Music, damaged during the Loma Prieta earthquake in 1989, was rededicated in 1994 after a complete seismic reconstruction. The four fountains in the concourse, which were turned off during the recent drought and fell into disuse, have been restored.

Other elements are still in need of restoration. Several of the concourse's distinctive pollarded trees have been lost due to their age. The existing food concessions, with trucks and trailers parked in strategic locations, have detracted from the aesthetic qualities of the concourse.

The proposed plan for the Music Concourse addresses restoration of existing elements and redesigning of others. Restoration of the Music Concourse should be planned and implemented as a cooperative effort between the Recreation and Park Department, the Asian and DeYoung museums, and the Academy of Sciences.

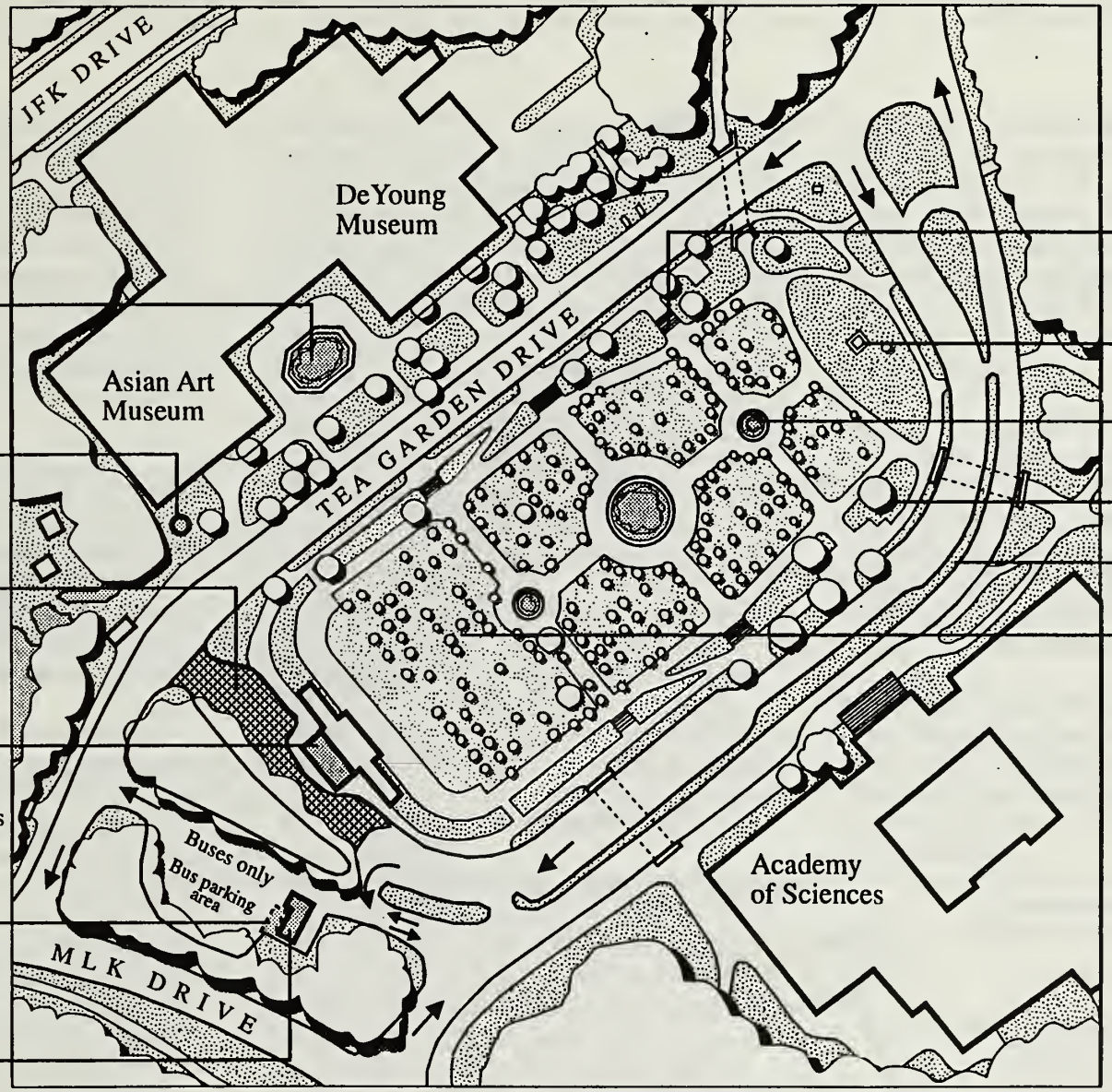
Existing elements for restoration include the statues and monuments, paths and stairways, benches, lighting, flower, turf and shrub areas, replacement of trees, and more appropriate trash receptacles. When restoration is completed, adequate maintenance will be necessary to keep the area in good appearance. To maintain the Music Concourse properly, it is recommended that an additional gardener position be assigned to the area.

An opportunity exists to improve the food concession in the concourse area that would be an amenity to park visitors and provide an enhanced revenue-generating concession. Improving the variety of food offered in an attractive setting may be successful in this high traffic area that is frequented by both residents and tourists. The proposed plan involves closing the road area behind the bandstand and creating a landscaped plaza with cafe seating and improved food and beverage service from a new structure or from carts (north/west end of the plaza). The food carts can be serviced from a commissary located in a portion of the bandstand annex. The plaza would also be available as a staging area for events (south/east end of the plaza.

A small park information kiosk is proposed between the tea garden and the Asian Art Museum. It could be operated and staffed by a park association or conservancy, and provide a visible presence for the organization.

Another proposed improvement is the consolidation of the gardener's section headquarters (Section 2), maintenance containers, and the parking attendant station into a single structure in the bus parking area. The existing section headquarters is located in the bandstand annex, space that would serve better as a commissary for the food concession and/or dressing room for performances. There are two existing storage containers and a parking attendant station in the bus parking lot. Consolidating these structures should be accomplished with a permanent replacement structure consisting of approximately 1,000 square feet, or by moving the existing structures together and adding an architectural screen.

Secure, monitored bicycle parking is proposed to be added in the bus parking area and become a part of the concession contract. The bicycle parking could be placed in a fenced area with access controlled by the parking lot attendant.



Restore reflecting pond

Park information kiosk

Close roadway and create landscaped plaza with cafe seating and food service carts

Bandstand Annex:
- rehab. restrooms
- food concession commissary
- dressing room for performances

Monitored bicycle parking

Consolidate section headquarters, maintenance storage sheds, and parking attendant station into single structure

Repair stairs and paths where needed

Restoration of monuments and statues

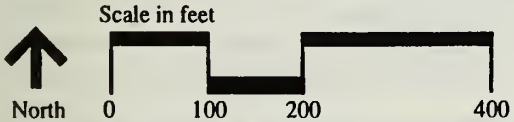
Restoration of fountains

Replant flower beds

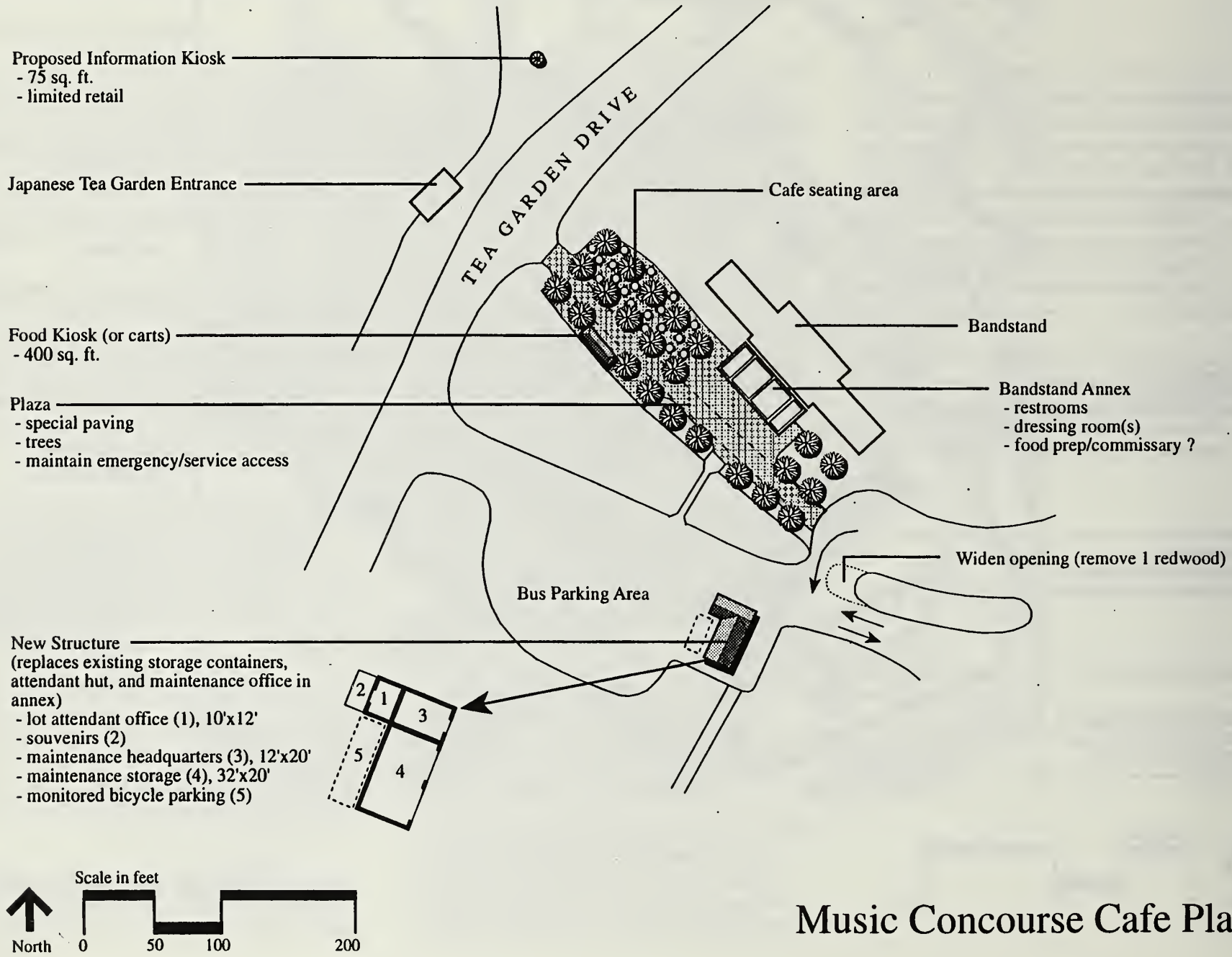
Relandscape traffic islands

New benches for bandstand events

Other improvements:
- replanting of trees
- new lighting
- improved accessibility
- new trash receptacles
- evaluate structural stability of tunnels and rehabilitate where necessary



Music Concourse



Music Concourse Cafe Plaza

West End Plan

The western edge of Golden Gate Park has lacked activity centers to draw people to use it. With the exception of the Queen Wilhelmina Garden and the soccer fields, most of the west end is little visited and is not an inviting area. Undesirable uses such as camping and sexual activity have filled the void, aided by dense growing shrubs. The goal of this area plan is to increase legitimate activities and transform this part of the park. Rehabilitation activities will include the following:

Beach Chalet. The major improvement will be the restoration of the Beach Chalet as a western park visitor center, with a cafe and environmental retail area upstairs. The Beach Chalet will become a destination for park visitors, attracted in part by the spectacular WPA-era murals on the first floor. (rehabilitation has been approved)

Western Park Frontage. The western park frontage along the Great Highway has been long neglected. The important role as the first line of the park's windbreak has taken priority over landscape design in this area. With completion of sewer construction and the redesign of the Great Highway and its landscaped path, the park's western frontage is in need of attention. The relocated edge of the Great Highway has defined a new edge for the park. Asphalt areas within the curb will be removed, leaving expanded landscape areas that will allow new landscape treatments at the two western entries. The existing Great Highway multi-use trail, which runs from Lincoln Way to the zoo, will be extended along the park frontage to Fulton Street.

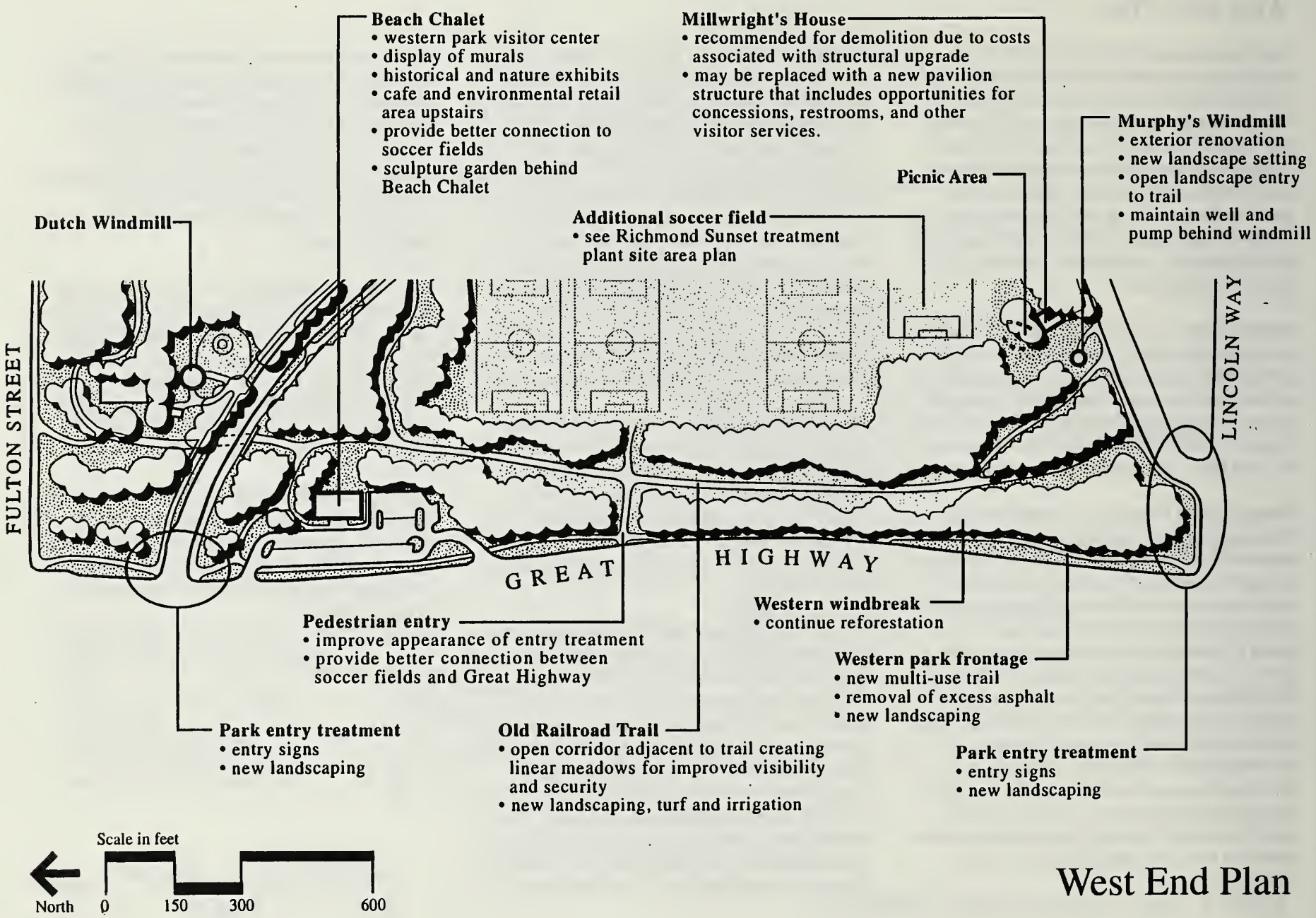
Old Railroad Trail. The old railroad trail cuts across the western end of the park and passes through the dense growth of shrubs between the Great Highway and the soccer fields. Many of the undesirable activities occur along this trail, and park users avoid the area. This plan calls for improving the visibility and security of the trail by opening the corridor along the trail and creating a series of linear turf meadows. The meadows will attract more users and the turf areas will increase the presence of gardeners and other employees. With increased activities at the Beach Chalet, at both windmills, and in the general area, the trail will see much greater use which will discourage the undesirable activities.

Western Windbreak. The vegetation in the western edge of the park serves the vital role of acting as a windbreak, making the rest of the park more suitable for activities and able to support a wider variety of trees and shrubs. The western windbreak is being reforested, and will eventually replace some of the dense shrub areas with forest trees.

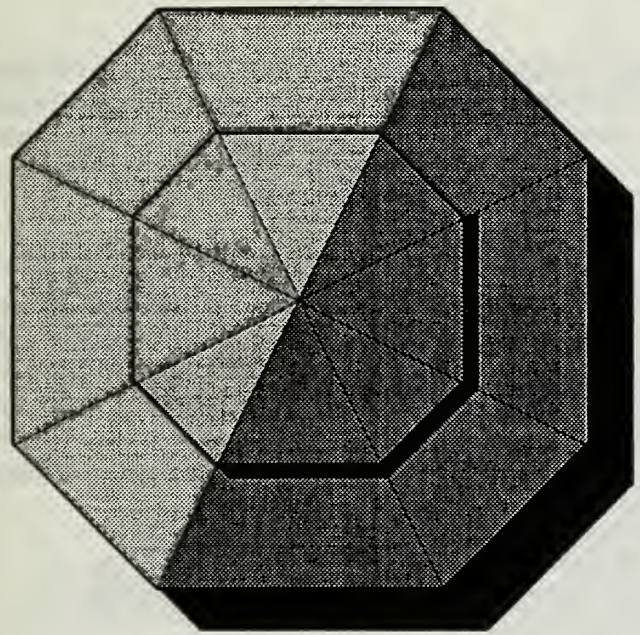
Murphy's Windmill and Millwright's House. The historic south windmill was built in 1906 to pump well water to other areas of the park. It has fallen into disrepair, its sails have been removed and the structure is deteriorating. This plan calls for its restoration similar to that of the north windmill. Both windmills are highly visible features of the west end and their condition reflects on the condition of the park. The millwright's house, adjacent to the south windmill, dates from 1909 and is currently not used for a recreational purpose. The structure requires extensive structural and accessibility improvements, making it unfeasible to renovate for a new park use, and is therefore recommended for demolition. When the building is removed, the site has been identified as the location for a new pavilion structure with visitor services for this area of the park. Prior to demolition, the building will be documented for historical record.

Western Park Entries. The two major entries in the western end, at the Great Highway and at Lincoln Way, will receive new entry signs and landscape treatment. The appearance of the pedestrian entry from the Great Highway will be improved and will provide a better connection between the Great Highway and the soccer fields.

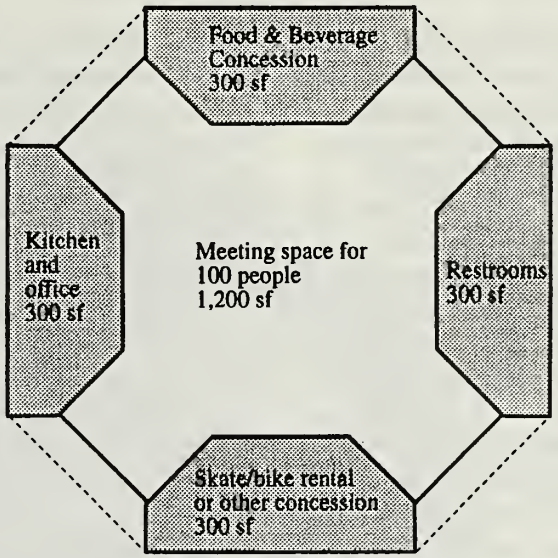
Richmond Sunset Treatment Plant Site. The site of the sewage treatment plant will be cleared of the existing buildings and structures and it will be available for redevelopment as parkland. See the special area plan for this site for plan recommendations.



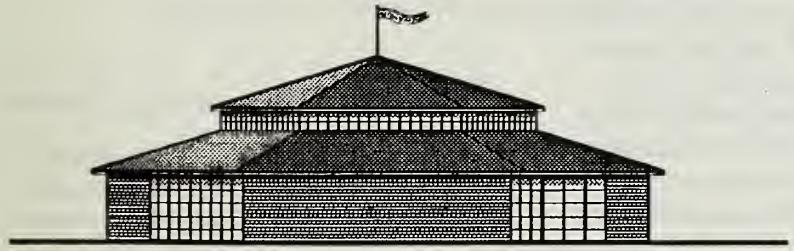
West End Plan



Roof Plan



Floor Plan



Elevation

Scale: 1" = 20'

West End Pavilion Concept

Strybing Arboretum and Botanical Gardens

San Francisco's Strybing Arboretum and Botanical Gardens has one of the most important plant collections in the United States, growing plants from six continents outdoors in San Francisco's unique microclimate. In 1994, the Strybing Arboretum Society, with the approval of the San Francisco Recreation and Park Commission, commissioned a new master plan for the gardens. The objective of this planning effort was to increase public access to the richness of this scientific and cultural institution by:

- Providing a distinctive visual identity for the botanical gardens within Golden Gate Park. Many San Franciscans are unaware of the gardens' existence.
- Creating new educational opportunities to interest children and adults in the world of plants and to awaken in the public an awareness of the importance of conserving our environment.

Major components of the plan are as follows:

Orientation/Exhibition Center and Renovation of County Fair Building. The County Fair Building at 9th Avenue and Lincoln Way will be renovated to provide an orientation center to introduce visitors to the gardens' collections and educational programs, and to provide general park information. It will also house a horticultural bookstore, a cafe, and an enhanced public rental facility. The redesigned facility will be attractive and visually harmonious with its garden setting.

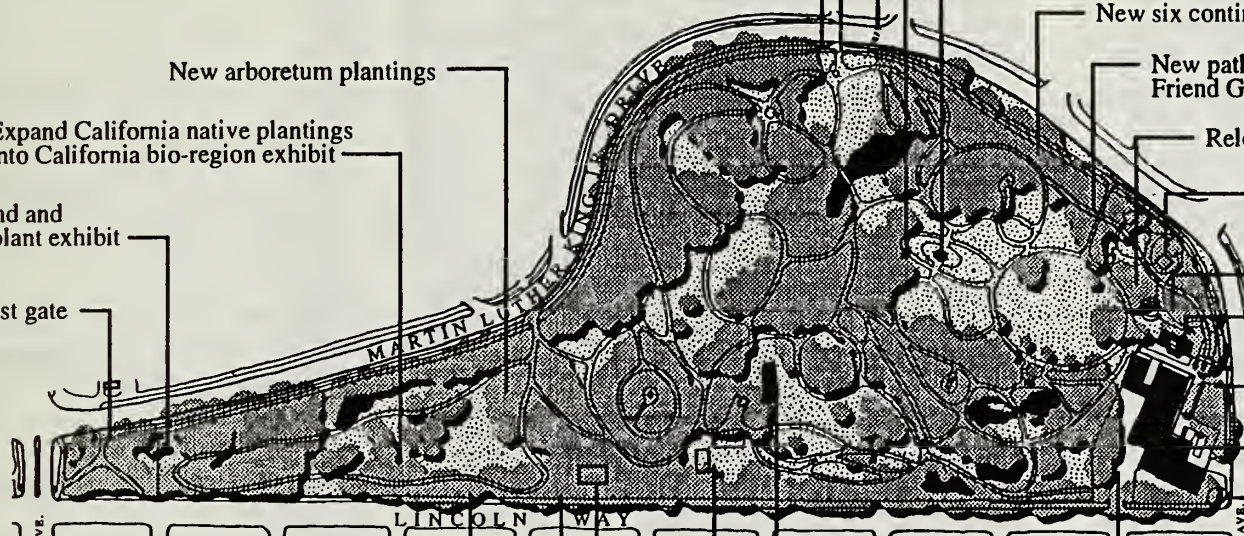
Redesign of Garden Entrances and Creation of New Western Entrance. The main entrance plaza and gate will be redesigned to provide a more vibrant and attractive entrance to the gardens. The Friend Entrance will be renovated to provide a garden overlook and improve accessibility. A new entrance will be created near the 19th Avenue end of the gardens to permit easy access from the west.

Creation of Conservation Garden Promenade and Redesign of Demonstration Gardens. An arc of gardens, each representing one of the world's continents and illustrating plant conservation issues, will curve between the main and Friend gates. This promenade is intended to serve as a visitor's "table of contents" to Strybing's extensive collections. The outmoded Demonstration Gardens will be completely redesigned.

Relocation of Strybing Nursery Complex. The current nursery facility is dilapidated and in the coldest spot in the park. It will be relocated and its area will become part of the California native plant collection. The new nursery will be located in a more favorable growing area to the west. This project received environmental review (9.437R, Sept. 10, 1990) and included an education center.

Relocation of Public Education Facility/New Children's Garden. The education classroom approved for the proposed nursery complex will be relocated to the main entrance esplanade and will provide a dedicated space for all public education programs. The education building will open onto gardens which will provide hands-on gardening experience for children and adults. The building will be approximately 2,500 square feet and include public restrooms and support areas.

Increase Stack Space at the Helen Crocker Russel Library. An underground expansion of the library for stack space (approx. 1,500 sq. ft.) is proposed underneath the existing courtyard. An elevator within the existing library is included in the plan for access to the proposed lower level and to the library's existing mezzanine.



Improve pedestrian crossing
Renovate Friend Gate
Improve accessible parking and drop-off curb
New arboretum plantings
Expand California native plantings into California bio-region exhibit
New pond and coastal plant exhibit
New west gate
New rock garden and water feature
Renovate fountain circle
New six continent conservation garden
New path/promenade between Friend Gate and main gate
Relocate revised demonstration gardens
Renovate Thomas Church pavilion and garden
New education garden
Education facility (relocated from approved nursery complex)
New main gate and renovate plaza
Renovate County Fair Building
New Golden Gate Park gateway and bus stop plaza
Consolidate/reorganize parking for smaller paved area, renovate gates, and restore gardens where paving is removed
Replace and intensify perimeter screen planting
Realign and repair perimeter security fencing
Renovate well and reservoir as water resource exhibit
Relocate existing nursery and expand California native plants garden
Site of relocated nursery complex

General Improvements

- Continue reforestation of canopy and windbreak trees
- Renovate pathways for accessibility
- Improve collection identification

Strybing Arboretum and Botanical Gardens

Richmond Sunset Treatment Plant Site

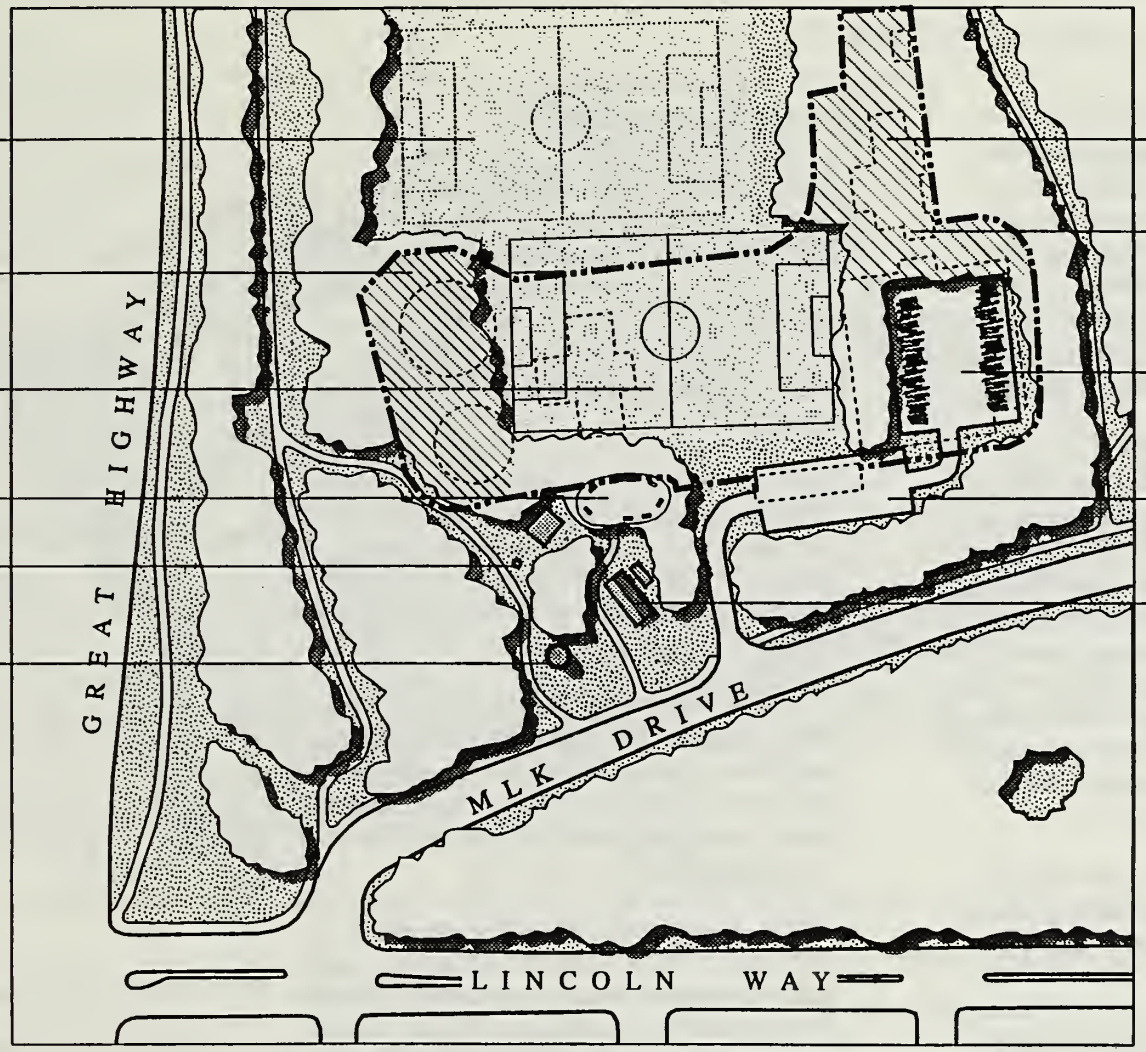
Built in 1937, the Richmond Sunset sewage treatment plant occupies a 4.4-acre site in the southwest corner of the park. The plant was deactivated in 1994. All buildings and structures on the site will be demolished in the near future. How to use the site has been the subject of much discussion during the master plan process. The potential uses must be recreational or recreation serving and judged for their appropriateness to the site and the park.

The recommended plan proposes expansion of the existing uses surrounding the site. One additional soccer/multipurpose sports field, a picnic area, reforestation areas, and a parking area are proposed. A portion of the site may also be used for log storage (if needed, to be relocated from behind the bison paddock). The south windmill is proposed for restoration, with a new garden setting that would make it appropriate for wedding and other event rentals.

Among the alternatives considered for the site but not included in the recommended plan were additional forest and meadow areas, relocating the Urban Forestry Center to the site (restoring the existing center to parkland), and a dune restoration area. The site was also under consideration by the Department of Public Works as the location for a tertiary water treatment plant (the Recreation and Park Department required that the facility be completely underground with a recreational use on top).

Opportunities for generating revenue at this site were also examined. Several ideas for recreation-related commercial activities were studied, but were determined to have low potential to generate revenue for the park, and potential negative impacts on the park. The concepts studied included a rental facility for picnics and weddings, an ice skating rink, a family entertainment center (miniature golf, batting cages, arcades, etc.), a destination restaurant, a recreational vehicle park, and a soccer complex (including food concession, pro shop, and training center). Of these options, the family entertainment center and the recreational vehicle park had the highest potential to generate revenue ($125,000 and $100,000 per year, respectively), but raised serious questions as to appropriateness in Golden Gate Park. There was also an idea for a multi-use pavilion that could include food concession, other concessions such as skate and bike rentals, restrooms, and table seating area. The structure would serve the soccer fields, the proposed picnic areas, and the restored south windmill, and would be available for rental for weddings and parties. The multi-use pavilion could be considered for implementation in the future as use in the western park grows.

Demolition of the facility and structures has been approved as part of construction of the Oceanside treatment plant project. The site will be used for construction staging activities during park infrastructure reconstruction to minimize impacts on other park areas.



Richmond Sunset Treatment Plant Site

Bison Paddock

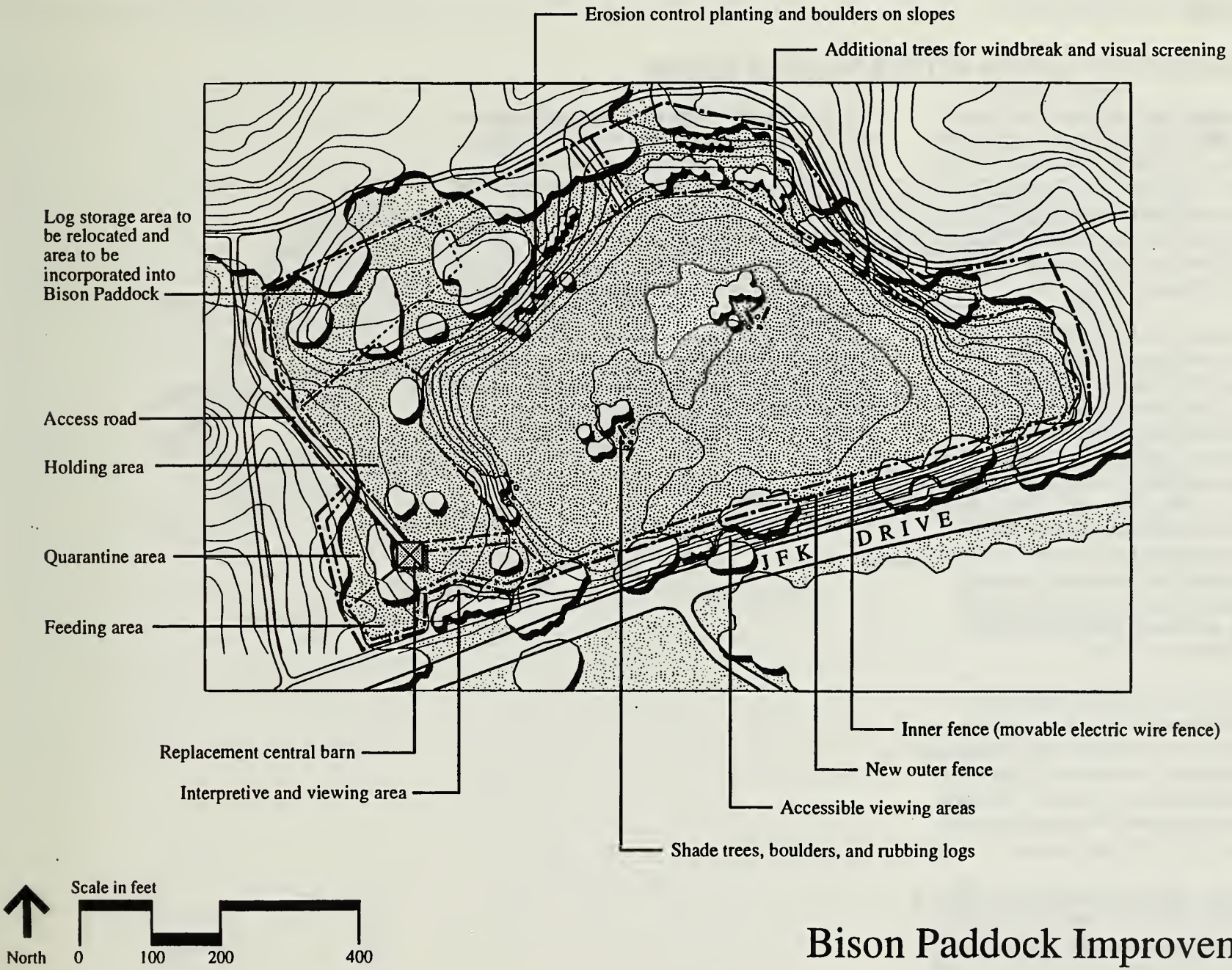
The bison have been an attraction in Golden Gate Park since 1891, and they have been in their present site since 1900. The herd was established when San Francisco became the first city in the western United States to begin a captive breeding program to prevent extinction of the American Bison (Philadelphia, Chicago, Cincinnati, New York, and Washington, D.C. had previously established captive breeding programs).

The paddock has been in need of renovation for some time. The fencing is in need of reconstruction to improve safety and security. The landscape is degraded within and around the paddock. The configuration of the paddock and its facilities could be enhanced to improve care and management of the bison. Maintenance of the bison paddock has unique requirements and will require coordination between park and zoo staff. The proposed improvements to the bison paddock have the following goals:

- to provide for efficient care and management of the herd including feeding, quarantine, isolation, shipping, receiving, and breeding
- to provide double fencing for safety and security of visitors and the bison, and meets applicable codes and regulations
- to improve viewing and interpretive opportunities for visitors
- to restore the landscape within and around the paddock to be consistent with the park landscape.

Proposed Improvements

- Replacement fencing will be installed as needed around the paddock. The inner fencing will consist of an electrical wire fence in prime viewing areas, and in areas where the interior fencing will be adjustable to rotate grazing areas. Separate holding, quarantine, and feeding areas will be established with new fencing.
- A replacement barn is proposed to facilitate feeding. It will be centrally located to serve the quarantine, holding, and feeding areas. Improved access corridors from outside and from within the paddock will facilitate herding of bison when necessary.
- Visitor viewing opportunities will be improved with accessible overlooks and a viewing area adjacent to the feeding area and barn. Interpretive panels will provide information about the bison, their ecological role, and their history in Golden Gate Park.
- Within the paddock, the landscape will be renovated with an improved irrigation system that will support meadow vegetation. Clusters of trees will provide shelter and shade for the bison, and erosion control on slopes. The tree clusters and irrigation fixtures will be protected from direct contact with the bison. Boulders and rubbing logs will be grouped with the trees to enrich the bison's' environment.
- Around the paddock, trees and shrubs will be planted to provide a windbreak and visual screen.



Bison Paddock Improvements

De Laveaga Dell and the AIDS Memorial Grove

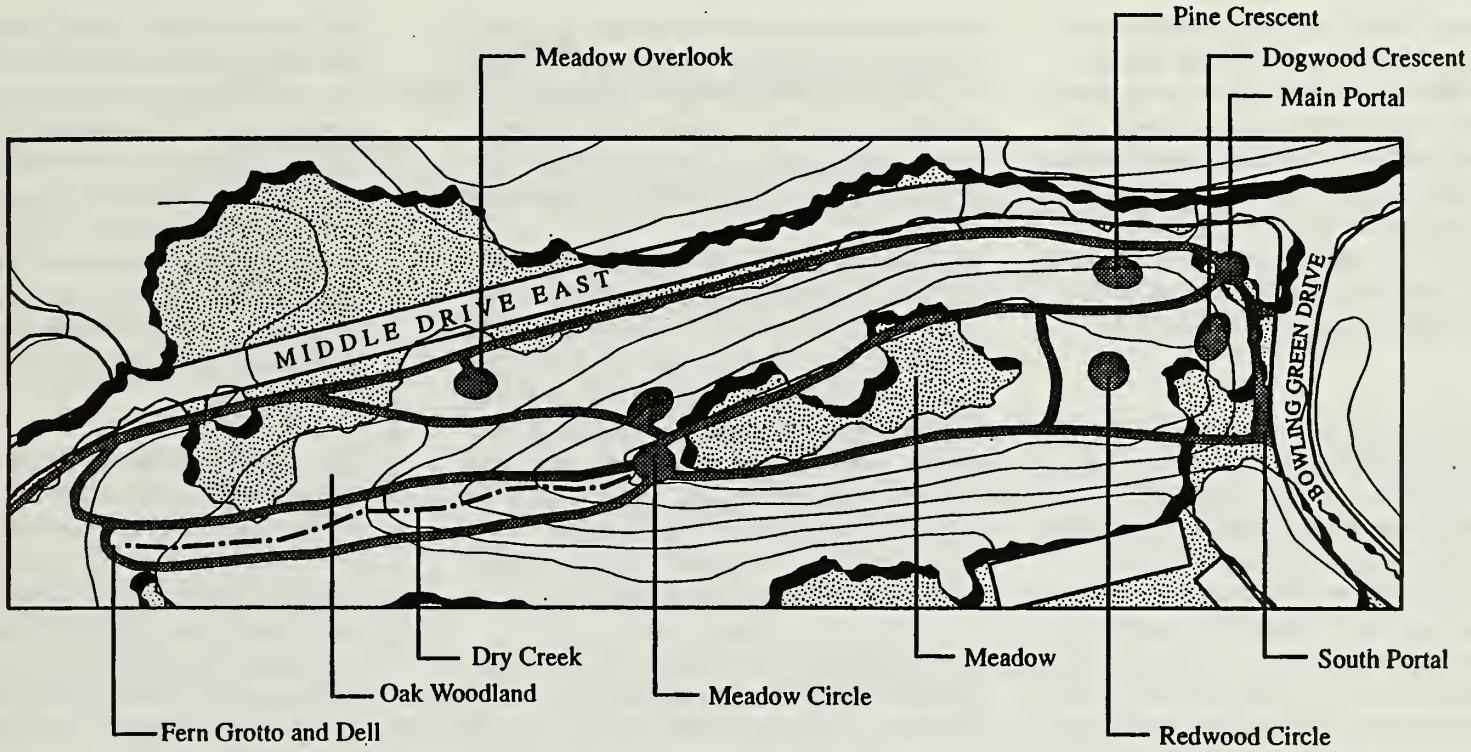
The de Laveaga Dell is the site of the former Deer Glen where deer and elk were kept in this fenced ravine. In 1898 a gift was received from the estate of Jose Vicente de Laveaga to fund improvement of the area. A fern dell with a cascading stream and rockery was created and planted with ferns, rhododendrons, camellias, irises and other plants.

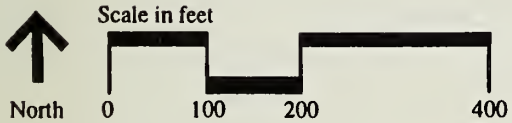
In recent decades the dell suffered from a lack of maintenance and became overgrown and neglected. In 1992 a plan was approved for restoration of the historic features of the de Laveaga Dell and the creation of an AIDS memorial grove at the dell. The project strives to "provide a positive focus for grief and promote peace of heart; to provide a means for the community to recognize the enormity of the AIDS crisis; to create a place for remembrance, hope and renewal; and to restore, through community participation and public-private partnership, an historic site of outstanding beauty in Golden Gate Park."

A non-profit group was established to raise funds and organize volunteer workdays. An agreement was reached with the Recreation and Park Commission for acceptance of the gift to construct and maintain the project. The agreement will provide funds for construction and maintenance with a full-time gardener.

The goal of the plan is to retain the peaceful, pastoral nature of the de Laveaga Dell while creating a powerful memorial. Entrances will be emphasized with planting and markers. Existing landscape features such as the redwood grove, the oak woodland, the fern grotto, the dry stream bed, and the meadow will be renovated. Four gathering areas— the Dogwood Crescent, the Redwood Circle, the Meadow Overlook, and the Fern Grotto— will provide opportunities for individual and group remembrance.

This project is an important model for restoration of other parts of Golden Gate Park. This is a public-private partnership that will restore and maintain a part of the park that could not be accomplished with City funds. The AIDS Memorial Grove is a project of the Tides Foundation.





DeLaveaga Dell and the AIDS Memorial Grove

Park Entries

The entries to Golden Gate Park should be well designed transitions between the city and the park. They should be inviting, providing vistas into the park, and should provide a sample of what is inside the park. The landscape treatment at entries should include more highly maintained landscape elements such as turf, flowering shrubs, accent trees, and seasonal color planting. The major entries usually include an architectural or landscape treatment to highlight the entry.

There are forty-five official entries to Golden Gate Park (not including the Panhandle). Of these entries, fifteen are considered major entries, and all include pedestrians, bicycles and vehicles except the Haight Street and 6th Avenue at Fulton entries which are pedestrian only. Several entries will receive accessibility improvements. Comprehensive entry signs are proposed for all entries. Pedestrian and bicycle signs will provide park information, maps, park regulations, and emergency information. Vehicle entry signs will announce entry to the park and request that drivers obey regulations, including the speed limit.

Recommendations for Key Entries

JFK Drive/Kezar Drive. This entry is recommended for redesign to alter the traffic flow into the park by creating a "T" intersection. Currently, two lanes of traffic flow directly into the park from Fell Street, often at high speed. The proposed design would require vehicles to slow down to negotiate the single right turn lane. The design greatly reduces the amount of asphalt at the entry, providing an opportunity for a landscaped entry and entry sign. The entry treatment should be a landscape statement, framing the view into the park. A simple treatment with accent trees and color planting is recommended.

9th Avenue/Lincoln Way. This entry is a major park entry adjacent to the 9th Avenue commercial district and is also a major entry for visitors arriving by public transit. It also serves the adjacent botanical gardens and the County Fair Building. The entry lacks signs or treatment to reflect its status as a major park entry. Pedestrian circulation is poorly laid out in front of the County Fair Building. Recommended improvements include a new landscape treatment, pedestrian circulation, and signs.

Haight Street/Stanyan Street. This is a major pedestrian entry for the eastern end of the park. The area's landscape suffers from overuse which has caused turf problems, erosion, litter and a generally run-down appearance. The existing design of paths and turf is designed for circulation through the area, but the space has developed as a social gathering space. It is recommended to redesign the area to accommodate the existing uses. Additional paved areas, controlling circulation with barriers between paths and turf areas, and re-establishing Alvord Lake as the area's focal point should be explored. Barriers can consist of low fence railings or continuous benches lining the paths. These techniques are used extensively in high-use areas of New York's Central Park.

7th Avenue/Fulton Street (railway shelter). The railway shelter on Fulton Street at 7th Avenue was built in 1889 and was once a major entrance for visitors arriving by steam trains and later by cable cars. It is recommended to refurbish the railway shelter as a transit portal and pedestrian entrance. This will require designing a new path into the park and opening a visual corridor between the railway shelter and JFK Drive. The path design should include an appropriate landscape treatment with turf borders.

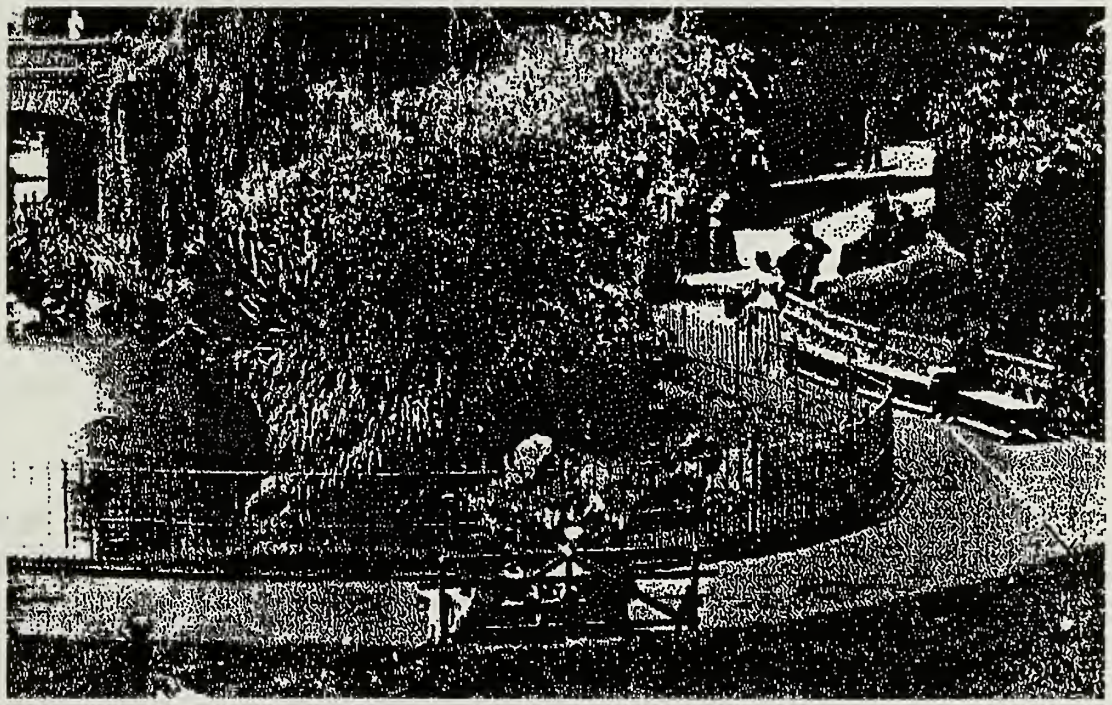
Western Park Entries (Great Highway and Lincoln Way at MLK Drive). The entries at the Great Highway and Lincoln Way at MLK Drive are recommended to receive new landscape treatments along with entire western frontage. Excess asphalt will be removed inside the relocated curbs of the Great Highway. Appropriate landscape treatments should be designed to announce the entries and include accent plantings and entry signs. The landscape planting must be appropriate to the extreme conditions of the coastal environment.

Park Entries

Entry Location	Class	Ped.	Veh.	High Priority	Comments and Recommendations:
Stanyan & Fulton	Intermediate	●			
Stanyan & Hayes	Minor	●		●	remove step for accessibility
Stanyan/Kezar/JFK Drive	Major	●	●	●	the park's "front door", new landscaping and entry statement
Stanyan & Page St.	Minor	●			
Stanyan & Haight St.	Major	●		●	new landscaping and entry statement, improve image
Stanyan & Waller St.	Intermediate	●	●		possible road closure
Kezar Stadium entries	Intermediate	●			
Kezar Dr. at Children's Playground	Minor	●			
Kezar Dr. & MLK Dr.	Major	●	●		
Lincoln & 5th Ave.	Minor	●			new landscaping, including turf border
Lincoln & 7th Ave.	Intermediate	●	●		possible road closure, new landscaping, pedestrian entry
Lincoln & 9th Ave.	Major	●	●	●	major transit entry, entry statement, landscaping, new paths & curbs, new visitor center
Lincoln & 19th Ave.	Major	●	●	●	Breon Gates; new landscaping (trees & understory), paths & accessibility improvements
Lincoln & 20th Ave.	Minor	●			bicycle route
Lincoln & 25th Ave.	Intermediate	●	●		access to Crossover Drive (Highway 1/GG Bridge)
Lincoln & 30th Ave.	Minor	●			pedestrian access to Polo Field
Lincoln & 34th Ave.	Minor	●			
Sunset Blvd.	Major	●	●		grade-separated from Lincoln Way
Lincoln & 41st Ave. (Chain of Lakes Dr.)	Intermediate	●	●		high volume of north/south through traffic
Lincoln & 45th Ave.	Minor	●			pedestrian access to play area, improve irrigation & landscaping
Lincoln & 47th Ave.	Minor	●			
Lincoln & MLK Dr. (La Playa)	Major	●	●	●	improve pathway & bike path connections, new irrigation & landscaping, remove excess asphalt
Great Highway (soccer fields)	Minor	●			
Great Highway at Beach Chalet	Intermediate	●		●	new parking and pathway improvements, irrigation & landscaping
Great Highway & JFK Dr.	Major	●	●	●	improve pathway & bike path connections, new irrigation & landscaping, remove excess asphalt

Continued

Entry Location	Class	Ped.	Veh.	Priority	Comments and Recommendations:
Fulton & La Playa	Minor	●			trail along former streetcar line, new irrigation and landscaping
Fulton & 47th Ave.	Intermediate	●	●		
Fulton & 43rd Ave. (Chain of Lakes Dr.)	Major	●	●		high volume of north/south through traffic
Fulton & 36th Ave.	Major	●	●		access to Spreckles Lake
Fulton & 32nd Ave.	Minor	●			
Fulton & 30th Ave.	Intermediate	●	●		new landscaping and irrigation
Fulton & 26th Ave.	Minor	●			
Fulton & 25th Ave. (Crossover Dr.)	Major	●	●		access to/from Park Presidio Bypass (Hwy. 1- to/from S.)
Fulton & 22nd Ave.	Minor	●			bicycle route
Fulton & 17th Ave.	Minor	●			
Fulton & Park Presidio Blvd.	Major	●	●		access to/from Park Presidio Bypass (Highway 1/GG Br.)
Fulton & 10th Ave.	Intermediate	●	●		
Fulton & 9th Ave.	Minor	●			
Fulton & 8th Ave.	Major	●	●		access to Music Concourse, bus entry, Brown Gate
Fulton & 7th Ave. (Powell St. Rwy. Sta.)	Intermediate	●		●	historic structure, improve path connection to JFK Dr., landscape along path
Fulton & 6th Ave.	Intermediate	●			redesigned from former road
Fulton & 5th Ave.	Minor	●			
Fulton & 3rd Ave.	Minor	●			
Fulton & Arguello Blvd.	Major	●	●	●	bike route (to/from Presidio, GG Br.), Clarke Mem. Gate; rebuild wood steps, landscape road
Fulton & Willard North	Minor	●			



Alvord Lake

Appendices

List of Projects and Park Needs

Project	Capital Costs	Additional Maintenance	Project Funding 1992 Bond	Other Funding Sources
Landscape				
CAD mapping of park landscape design	40,000	yes	yes	
Tree spade for moving of larger trees	30,000			
Lake reconstruction projects	13,700,000	yes	yes	
Reconstruction of Rainbow Falls	500,000		yes	
Wildlife habitat improvement program	250,000	yes		
Wildlife/feral animal study	50,000			
Rhododendron Dell rehab. and irrigation	175,000			
Reforestation Program	200,000 *		partial	* Annual cost
Erosion Control Program	400,000		yes	
Circulation				
Accessibility/ADA path improvements	5,800,000	yes	yes	
Pedestrian path improvements:				
- Conservatory Dr. West	20,000		partial	
- Bowling Green Dr.	20,000		yes	
- Pedestrian path to McLaren Lodge	20,000		yes	
Multipurpose/bikepath improvements	1,200,000	yes	partial	
Bicycle improvements:				
- Panhandle/Masonic safety improvements	10,000			
- monitored bike parking in Music Conc.	10,000			concession
Road closures:				
- Conservatory Drive East	5,000			
- 7th Ave./Lincoln entrance	50,000			
- South Fork Drive	5,000			
- 47th Ave./JFK Dr.	2,500			
- Waller St.	50,000			
- Middle Dr. West (partial)	5,000			
- Arguello	25,000			1987 Park Bond
- 30th. Ave.	5,000			

Project	Capital Costs	Additional Maintenance	Project Funding 1992 Bond	Other Funding Sources
Tea Garden Drive improvements	200,000			
MLK Dr. - eastbound no left turn at Crossover	10,000			
Intersection paving reductions:				
- MLK/South Fork	15,000			
- JFK/Stow Lake Dr.	15,000		partial	
Sunset Boulevard alternations	TBD			(cost to be determined)
Landscape extensions on eastern JFK Dr.	300,000	yes		
JFK/Stanyan/Kezar entry improvements	200,000	yes	yes	
Implement 3&4 hour parking limits	60,000	enforcement		
Kezar parking lot landscaping	60,000	yes		1987 Park Bond
Traffic signal at Kezar/Lincoln	125,000			
Circulation sign survey and plan	50,000	yes	yes	
Crossover Dr. undergrounding study	2,000,000			Transportation expenditure plan
MLK/Crossover grade separation study	50,000			
Transit portal - 7th/Fulton	200,000	yes		
Visitor drop-off - County Fair Bldg.	20,000			
Shuttle bus program study	250,000	yes		
Recreation				
Play area renovations:				
- 46th Ave	30,000		partial	
- Mother's Meadow	50,000		partial	
- 9th/Fulton	150,000		partial	Open Space Fund
- Children's Playground	200,000		partial	
- Panhandle	50,000		partial	
Trail and path improvements	3,400,000		partial	
Trail brochures (walking, bicycling, equestrian)	60,000		partial	
Mt. bike education program	30,000	yes		
Handball court repairs	40,000		partial	
Tennis court resurfacing	250,000			concession
Athletic field rehab. - Polo Field	350,000			
Athletic field rehab. - Beach Chalet soccer fields	350,000			
Resurface Polo Field track	40,000			
Bicycle track fencing	40,000			

Project	Capital Costs	Additional Maintenance	Project Funding 1992 Bond	Other Funding Sources
Horseshoes area renovation or relocation	50,000			
6th Ave. resurfacing (skating area)	9,000			private donations

Visitor Facilities

Beach Chalet visitor center	350,000	yes		gift
Music Concourse information kiosk	40,000	yes		
Eastern park visitor center	200,000	yes		
Comprehensive entry signs	300,000	yes	yes	
Park feature signs	50,000	yes	partial	
Park visitor brochures and maps	50,000		partial	
Restoration of restrooms	1,500,000	yes	yes	
Park Furnishings:				
- benches	120,000	yes		private donations
- picnic tables & facilities	160,000	yes	partial	
- trash receptacles	50,000	yes		

Buildings and Monuments

Beach Chalet	1,800,000		partial	ISTEA grant
Carousel:				
- structural and other improvements	350,000			
- curtain wall	100,000			
- organ restoration	50,000			
Conservatory:				
- structural & other improvements	12,000,000			
- 3,000 sf additional nursery facilities	600,000			
- Rose House reconstruction	700,000			
County Fair Building:				
- structural improvements & asbestos treatment	500,000			
- building redesign and redevelopment	TBD			Strybing Arboretum Society, cost to be determined
Equestrian center improvements	488,000			concession
Kezar Pavilion:				
- structural improvements	893,000			
- accessibility improvements	500,000		yes	

Project	Capital Costs	Additional Maintenance	Project Funding 1992 Bond	Other Funding Sources
McLaren Lodge:				
- structural & other improvements	2,500,000			
- accessibility improvements	500,000		yes	
Murphy's Mill restoration	700,000	yes		
Demolition of Millwright's House	50,000			
Park Aid Station	750,000	yes		
Pioneer Log Cabin kitchen	20,000	yes		Fuhrman Bequest
Urban Forestry Center	146,000			
Arboretum education center	TBD			Strybing Arboretum Society, cost to be determined
Tennis clubhouse improvements	150,000			Revenue facility
West end pavilion structure	500,000			
Golf clubhouse improvements	112,500			
Statues and Monuments:				
- conservation treatment	633,000			Private fundraising, Adopt-a-Monument Program
- maintenance plan	716,000			Private fundraising, Adopt-a-Monument Program

Utilities and Infrastructure

Reconstruct water supply system:			yes	
- refurbish wells and pumps	2,700,000			
- underground reservoir & central pumping	8,000,000			
- distribution system (main lines)	9,800,000			
- automatic irrigation systems	5,100,000			
- reservoir/pumphouse entry structure	90,000			
Other utilities including the following:			yes	
- replacement electrical distribution system	1,500,000			
- replacement park lighting	5,000,000			
- sewer and drainage improvements	6,700,000			
- domestic water	1,200,000			
Tunnel & bridge repair	1,000,000			
Tennis court lighting	250,000			

Project	Capital Costs	Additional Maintenance	Project Funding 1992 Bond	Other Funding Sources
Maintenance and Operations Areas				
Western park maintenance HQ restoration	50,000			
Urban Forestry Center rehabilitation	400,000		partial	
Restoration and relocation of log storage area	100,000		partial	
- log chipping equipment	100,000			
Additional screen planting at various facilities	50,000			
Special Area Plans				
Music Concourse:				
- Fountain renovation	50,000	yes	yes	private donations
- cafe plaza construction	500,000			
- cafe replacement structure	80,000			
- consolidate maint. and parking lot structures	250,000			
- Replanting of 124 trees	72,000	yes	yes	
- Replanting & maintenance of flower beds	10,000	yes		
- Relandscaping of traffic islands	10,000	yes		
- 100 new benches	20,000	yes		
- Replacement lighting (incl. roadways)	240,000		yes	
- Stairs, paths, & accessibility improvements	800,000		yes	
- Replacement trash receptacles	10,000	yes		
- Bandstand annex improvements	70,000			
West End Plan:				
- Railroad trail improvements & meadow	150,000	yes		
- Great Highway multiple use trail	250,000	yes		
- Great Highway landscaping	200,000	yes		
- Pavilion structure (see buildings section)				
Richmond Sunset treatment plant site:	2,000,000	yes		Oceanside WTP mitigation measure
- sports field				
- reforestation areas			yes	
- picnic area				
- parking area				

Project	Capital Costs	Additional Maintenance	Project Funding	
			1992 Bond	Other Funding Sources
DeLaveaga Dell/Aids Memorial Grove	750,000	yes		Aids Memorial Grove
Entry Improvements:				
- Entry signs for all entries	30,000	yes	yes	
- Stanyan & Hayes	20,000		yes	
- Stanyan/Kezar/JFK Drive	50,000	yes	yes	included in circulation projects
- Stanyan & Haight	150,000		yes	
- 9th & Lincoln	200,000		yes	
- 19th & Lincoln	200,000		yes	
- Lincoln & MLK Drive (west end)	100,000		yes	
- Great Highway & soccer fields (pedestrian)	20,000		yes	
- Great Highway & JFK Drive	350,000	yes	yes	
- Fulton & 7th Ave (Powell St. Rwy. Sta.)	200,000	yes	yes	
- Fulton & Arguello	150,000		yes	

Total for capital projects with costs identified: **$107,777,000**

Additional Maintenance Needs

	# of Positions	Annual Costs		Potential Funding Sources
Mobile crew for shrub and perimeter planting	6 (2 crews)	400,000		
Mobile crew for ivy & invasive plant removal	3	200,000		
Lake maintenance	2 part time	50,000		
Mobile crew for restroom cleaning	3	120,000		
Gopher control (contract)		50,000		
Weekend custodians for litter control	2 part time	40,000		
Mechanics to maintain equipment and vehicles	2	100,000		
Pesticide/herbicide specialists	1	60,000		
Nursery staff for reforestation program	1	60,000		
Additional forestry staff	3	180,000		
Additional Maintenance Sections Staff	19	1,140,000		
Additional Park Patrol officers (24 hr./7 days)		320,000		
Park landscape architect	1	80,000		
Volunteer coordinator	1	60,000		

Additional Annual Maintenance Costs Total **$2,860,000**

Equipment Needs

		Cost		Potential Funding Sources
Tub grinder for wood waste recycling program		250,000		
Tree spade for Urban Forestry program		80,000		
Garbage truck with can lift		80,000		
Hydroseeder		25,000		
Park Patrol vehicles		100,000		

Equipment Costs Total **$535,000**

Master Plan Documents

GGPMP Economic Issues Working Paper
Economics Research Associates, February 1993

GGPMP Economic Issues Working Paper #2
Economics Research Associates, March 1994

GGPMP Background Report: Historical Element
Marianne Babal, Historian, February 1993

GGPMP Evaluation of Buildings, Monuments, and Statues
Carey & Co., GKO & Associates, April 1993

GGPMP Background Report: Forests and Wildlife
Stephen Smith, Forester, January 1994

GGPMP Background Report: Geology, Groundwater and Recycled Water
Geo/Resource Consultants, March 1993

GGPMP Issues Report: Transportation
DKS Associates, March 1993

GGPMP Draft Circulation Action Plan, Responses to Comments and Supplemental Analysys of Actions
DKS Associates, June 1994

GGPMP Circulation Plan - Technical Appendix
DKS Associates

Golden Gate Park Master Plan Task Force

Academy of Sciences
Asian Art Museum
Audubon Society
Bicycle Advisory Committee
California Academy of Sciences
Coalition of San Francisco Neighborhoods
Cole Valley Improvement Association
Conservatory of Flowers
Department of City Planning
Department of Parking & Traffic
Department of Public Works/Disabled Access
Department of Public Works/Project Management
Edgewood Neighborhood Association
Fine Arts Museums of San Francisco
Friends of Recreation & Parks
Golden Gate Angling & Casting Club
Golden Gate Park Collectors
Green Party
Haight Ashbury Improvement Association
Haight Ashbury Neighborhood Council
Hom & Pon. Concessionaires
Inner Sunset Merchants Association
Inner Sunset Neighborhood Association
Inner Sunset Park Neighborhood
Kezar Poly Neighborhood Association
Lake Merced Hill
Lakeshore Acres
MUNI
Mayor's Disability Coordinator
Mt. Olympus Neighborhood Association
Outdoor Skaters Association
Parkview Commons
Planning Association of the Richmond
Recreation & Park Commission
Recreation & Park Department staff
Richmond District
San Francisco Bicycle Coalition
San Francisco Flower Show
San Francisco State University Department of Recreation
San Francisco Tomorrow
San Francisco Planning and Urban Reasearch
Sierra Club/Joint Open Space Committee
Skaters Association
Stables
Strybing Arboretum
Stow Lake Corporation
Stanyan-Fulton Street Association
Sunset Parkside Education & Action Com.
Sunset Residents Association
UCSF
UCSF Transportation Service
Watch Bison Committee
Woodland Avenue Association

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